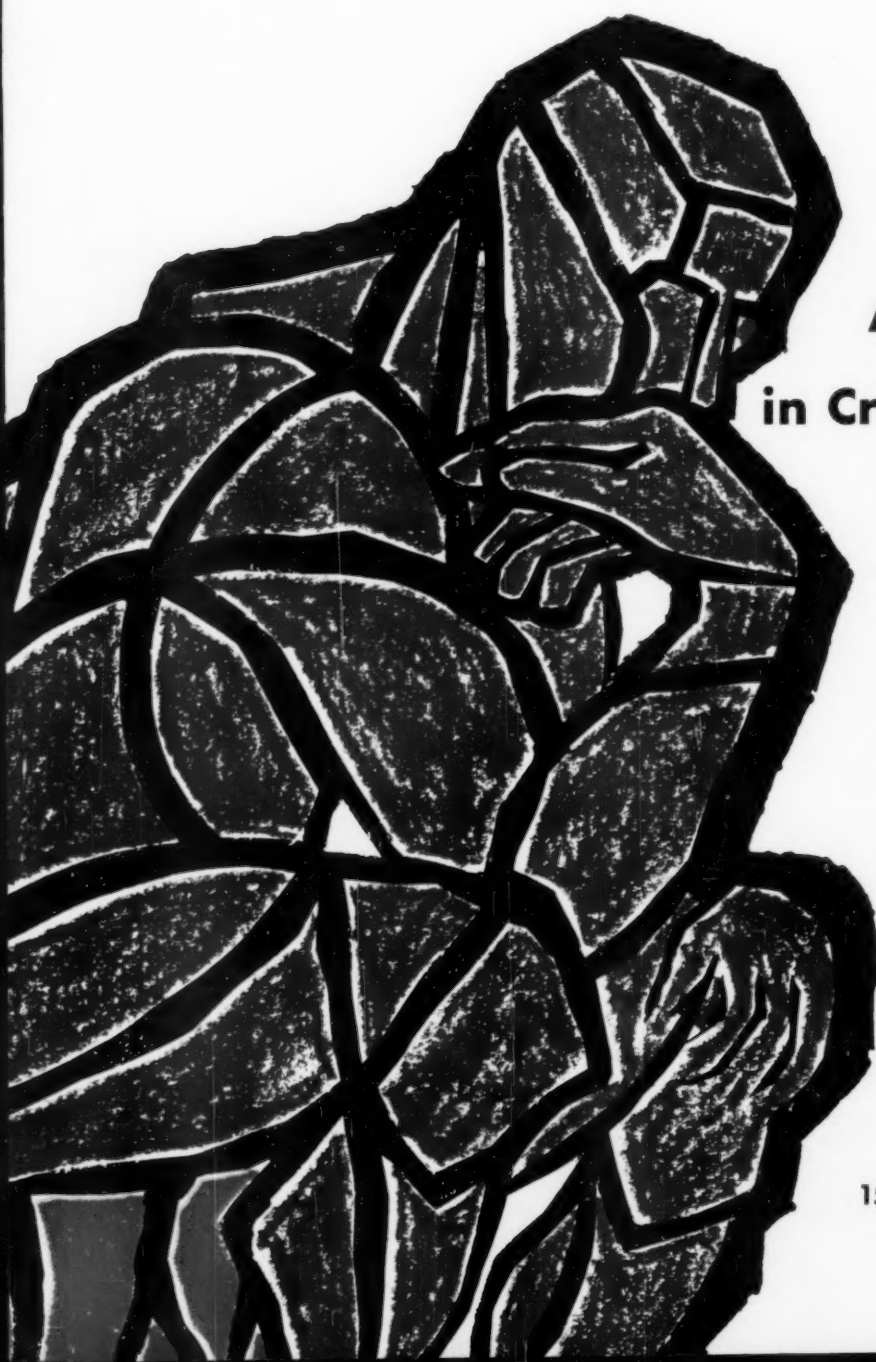


DECEMBER 5, 1958

50¢

Sales Management

THE MAGAZINE OF MARKETING



**Are You Flunking
in Creative Thinking?**

Page 33

Las Vegas: Going "Legit"?

Page 36

15,800 More Sales Calls Per Year

Page 48



K is for Kriss Kringle, with the up-to-date answer
To the old-fashioned sleigh drawn by Dancer and Prancer—
Just note his new packages—bright, trim, and clever—
Why, they make all his gifts seem more handsome than ever!



G is for Gardner whose packs give a lift
To the every-day purchase or the costliest gift,
And who shares with old Santa this wish for your cheer:
Merry Christmas to all and a Happy New Year!



Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS
PARAFFIN CARTONS • RETAIL CARTONS

If you want to make a sale...



...there's nothing so powerful as an idea

Better Homes & Gardens makes **more sales** because it gives people **more buying ideas**

The two most searching questions an advertiser can ask about a magazine are, "Who reads it?" and "What effect does it have on its readers?"

The effect of Better Homes and Gardens on its readers—a monthly average of 15½ million home-centered men and women—is unique among *all* media. BH&G's editors know how to make the idea of turning the back yard into a patio, or fishing from your own boat both alluring and attainable. It turns

readers into *participants*. Instead of merely *reading* their favorite idea magazine, they "live by the book"—plan and garden and build and cook and travel and buy by it!

In this climate of active participation, advertising becomes welcome and important. Because people bent on turning ideas into realities are ready and willing to buy! *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans*

During the year 1/3 of America reads



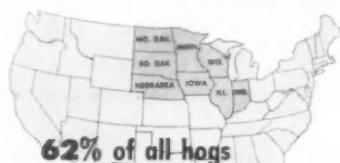
...the family **idea** magazine

NOW OVER 4,500,000 COPIES MONTHLY

FARM INCOME IS UP!

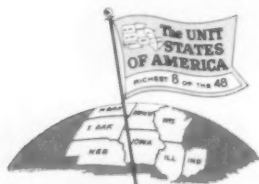
...Midwest farms
are Big Buyers
because they
are Big Producers

THEY PRODUCE:



62% of all hogs
30% of all beef cattle
36% of all dairy cattle
31% of all chickens

Advertise most where farming is big business and good living! Use Midwest Unit Farm Papers' local prestige. Deep and complete one-medium penetration of the market. Short closing dates. Practical state-by-state dealer listing. Special point-of-sale merchandising tie-ins. One order, one plate at the economy Unit rate.



MIDWEST UNIT *Farm Papers*

Nebraska Farmer • Prairie Farmer
The Farmer • Wallaces' Farmer &
Iowa Homestead
Wisconsin Agriculturist & Farmer

ADDRESS: Midwest Farm Paper Unit.
Sales offices at: 35 E. Wacker Drive,
Chicago 1... 250 Park Ave., New York
17... 110 Sutter St., San Francisco...
159 S. Vermont Ave., Los Angeles 4.

Sales Management

THE MAGAZINE OF MARKETING

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SALES MANAGEMENT

HIGHLIGHTS

ARE YOU FLUNKING IN CREATIVE THINKING?

Probably so, says B. B. Goldner, consultant on creative thinking for blue-chip companies. And he accuses American executives of becoming less creative every day. You may think this doesn't apply to you. But don't decide now. Read this first, and in the process learn how to improve your creative thinking. **Page 33**

15,800 MORE SALES CALLS PER YEAR

How: Through a new sales control plan which seeks to make optimum use of the salesman's time. Where: Allegheny Ludlum Steel. Objective: To produce strong sales managers at the district manager level. **Page 48**

THAT PLACE IN THE SUN IS GOING "LEGIT". . .

"You could come to Las Vegas and not gamble. But it would be rather like going to Minsky's Burlesque to hear the music." That's typical dialogue in this place of sagebrush and swimming pools. But now there's a new line going around. Vegas is going legit. The town is going after conventions and conferences—including yours. **Page 36**

SALES AT A PEAK—WHY CHANGE PACKAGES?

Gerber ("Babies are our business—our only business") was riding high in 1956 with a 45% share of the market and sales of \$100 million. But at that time it began a program to completely revamp its packaging. Why? **Page 40**

TEACHING AMERICANS TO SAY "SUCARYL"

It was Abbott Laboratories' first venture into consumer selling. The product—a non-caloric sweetener—was 30 times more expensive than saccharin. But dieters have increased sales a million dollars a year since 1947. **Page 62**

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HIGHLIGHTS FROM



the magazine with proven impact in the top-quality young male market

EDITORIAL

A bright colorful package of fine fiction, high humor, pretty girls, fashion and meaningful articles and features aimed at capturing the enthusiasm of the young man-about-business and the man-about-campus.

CIRCULATION—858,656 ABC 6/30/58

Editorial vitality is reflected by the largest newsstand sale of any 50c-or-over magazine, 6 mos. aver. 745,288. In addition, Playboy has 113,367 regular subscribers. Total monthly circ. 858,656 ABC. Circulation is not forced. Advertisers are assured greater readership in Playboy—a magazine that readers buy rather than a magazine that buys readers.

CIRCULATION QUALITY

Playboy is now one of the family of over 50 magazines that is included in THE STARCH COMPANY'S MAGAZINE REPORT—the one audience study that compares most leading consumer magazines by one common yardstick. Starch facts confirm Playboy's claim to the top-quality young male market.

AGE

28 is the median age of the male Playboy reader. 70.2% of male readership is concentrated in the 18-34 age group. Only magazine in Starch Report with major concentration of readership in receptive 18-34 bracket.

INCOME

\$7,241 is the median income of the Playboy household. Highest figure reported by Starch for any men's book.

MARITAL STATUS

37.1% of the heads of Playboy households have been married within the past five years, by far the highest percentage of newweds reported for any magazine.

URBANITY

71.1% of all Playboy households are located in the 168 major metropolitan areas. This figure exceeded only by The New Yorker and newspaper supplements.

APPAREL

34.3% of the households where Playboy is read spent more than \$500 for wearing apparel during past 12 months. Top figure for all men's magazines included in Starch.

PHOTOGRAPHY

86.9% of male readers use a camera. 51.2% use flash bulbs. 22.9% of Playboy households have a movie camera. Each of these figures is higher than that reported for any other magazine in Starch Report.

TRAVEL

27.7% of Playboy households spent over \$200 on business travel during past 12 months. Playboy is 2nd only to Nation's Business in Starch Report.

AUTOMOBILES

95.7% of Playboy households own one or more automobiles. 6.2% own three or more. 131.9 automobiles for every 100 Playboy households. 55.1% of all Playboy households bought an automobile during the past 12 months. All of these figures are highest reported by Starch for any magazine.

TOBACCO

75.2% of all male readers smoke cigarettes. There are 88 male smokers reading every 100 copies of Playboy. No magazine reported by Starch has a higher degree of readership by male smokers.

LIQUOR

85.9% of Playboy families drink or serve alcoholic beverages. Top figure for any magazine in Starch Report. Playboy also 1st on beer—86.1%, and whiskey—78.4%.

INSURANCE

36.3% of Playboy households purchased life insurance during the past 12 months. In this characteristic of responsible stability, Starch ranks Playboy 2nd only to Parents.

HOUSEWARES

A larger percentage of Playboy families bought new electric coffee makers, mixers, fans, fry pans, toasters and radios during the past 12 mos. than those receiving any other magazine. More proof that the Playboy reader is at his peak period of purchasing.

RESPONSIVENESS

Catalina sportswear reports that the inquiries received from their first full-color spread in Playboy were "the largest single amount of inquiries produced by any magazine we have ever used. Our hats off to Playboy we expected inquiries but none in that great amount!"

One mail order advertiser sold over 27,000 drinking team sweaters at \$3.75 each during just the first four months that his 4" ad ran exclusively in Playboy. Kaywoodie Pipes reports that a buried offer of a 25c catalogue in their advertising during the holiday season last year pulled many more responses on a cost-per order basis than any other magazine they used.

PLAYBOY

232 E. Ohio/Chicago/Mi 2-1000
720 Fifth Avenue/New York/Ci 5-2620



"I" is Intent.

What is he hearing?
A sound in the foreground
Seems to be nearing!

The sound he hears is the FOREGROUND SOUND of KHJ Radio which has been selling Angelenos for a long, long time.

Until a few years ago we at KHJ never thought much about our sound as a sound. For more than 36 years we've been programming informative, stimulating radio fare designed to serve as a good deal more than comforting background noise. And the worth of this "Foreground Sound" policy has continued to prove its value to our advertisers in terms of cumulative listening.

Yes, that sound he hears is KHJ Radio...and the sound that most often follows is that of your cash register.

To underestimate the variety of tastes in Greater Los Angeles is to underestimate KHJ's ability to sell.

**KHJ
RADIO**

LOS ANGELES
1313 North Vine Street
Hollywood 28, California
Represented nationally by
H R Representatives, Inc.



Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

EDITORIAL

EDITOR and PUBLISHER
EXECUTIVE EDITOR
MANAGING EDITOR
SENIOR EDITOR
ASSOCIATE MANAGING EDITOR

Philip Salisbury
A. R. Hahn
John H. Caldwell
Lawrence M. Hughes
Robert C. Nicholson

Senior Associate Editors

Alice B. Ecke
Harry Woodward
George F. Hoover
George P. Nicholas
Robert A. Kelly
Harriette Moscowitz
Rich Life

Associate Editors

Midwest Editor
Copy Editor
Art Director

DIRECTOR OF RESEARCH
Assistant Director of Research
Consulting Economist

Dr. Jay M. Gould
Alfred Hong
Peter B. B. Andrews

PRODUCTION MANAGER
Assistant Production Manager

Samuel Schwartz
Louise Hamel

READERS' SERVICE BUREAU
Editorial Assistants

H. M. Howard
Edith Koufax, Carol Lynch

SUBSCRIPTIONS

DIRECTOR
Assistant Director
Subscription Manager

R. E. Smallwood
Edward S. Hoffman
C. V. Kohl

U. S. and Canada: \$10 a year • Foreign: \$15

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Treasurer
Vice-President, Sales
Senior Vice-Presidents

John W. Hartman
Ralph L. Wilson
Randy Brown
C. E. Lovejoy, Jr.
W. E. Dunsby
R. E. Smallwood
Wm. McClenaghan



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Tide, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits and Tires-TBA Merchandising.

ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT



We eat 44 more eggs—

This headline, dear reader, carries no implication of excess, or egghead. The "we" is not personal but statistical. The eggs are merely an index, but significant.

According to the US Department of Agriculture, Americans in 1958 are eating 44 more eggs per capita than the 1935-39 av.; also 23 lbs more of meat, 18 lbs more of poultry; plus more cheese, ice cream, canned and frozen fruits and vegetables.

Expected '58 per capita consumption of food is 11% higher—for 42 million more people! And the food is produced by 1,500,000 fewer farms!

With the vastly increased market and fewer farms, good farmers make money even when prices are down. This year farm income is up an estimated 19% over 1957 for the first three quarters of the year. Business in farm trading areas has been exceptionally buoyant. Farm machinery manufacturers have had record sales and many are behind demand. The best US farmers are anybody's best prospects for more business this year.

Finding the best farmers is no problem. **SUCCESSFUL FARMING** has rounded up the cream of the volume producers of field crops and livestock, in a compact package of 1,300,000 circulation. Evidence: SF farmers in 1957 sold 62% of the hogs, 47% of the cattle and calves, and have 40% of the laying hens—are the major suppliers of the most wanted food products. Their estimated average farm cash

income last year was \$10,870—will be higher this year.

SF families are in the market for modern kitchens, more bathrooms, enlarged and remodeled houses, central heating, new furniture and furnishings, all appliances, cars, hi-fi sets, boarding schools, Florida vacations, trips to Europe, and insurance.

As a medium for selling, **SUCCESSFUL FARMING** is tops this year. And in its first 11 1958 issues, 111 new advertisers made their bid for more business from this choice class market.



No other major medium approaches **SUCCESSFUL FARMING** in its effectiveness, and economy. This magazine for more than fifty years has helped the country's best farm families earn more, and live better. Every issue makes real contributions to their business and their living standards. And this magazine enjoys a degree of confidence and respect that gets better reception and response for your advertising. For better business, go where business is better! Any SF office can show you.

Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.



Depreciation...big deal!

In agriculture, annual depreciation makes a replacement market of \$3.9 billion!

Farmers' 1957 capital expenditures were:

\$1.4 billion for tractors, trucks, cars,

\$1.1 billion for other machinery and equipment,

\$1.6 billion for homes, service buildings, etc.

Plus \$16 billions by farm operators for living expenses

—\$4 billion food, \$256 million furniture!

Successful Farming with 1,300,000

of the nation's best farmers delivers

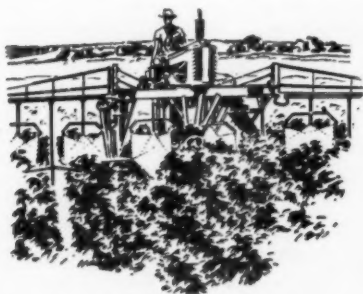
(1) rich market, where general media are weak

(2) big buying power—estimated average 1957 cash farm income of SF farm families, \$10,870

(3) influence, based on 57 years of service.

Call any SF office for details!

Successful Farming . . . Des Moines, New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles, St. Louis, Minneapolis.





Photographed by Robert Yarnall Richie

Really on the move

Forward move in shipping! This Railway Express radio-dispatched truck is one reason no other private carrier can match Railway Express diversity of coverage. Such modern equipment is another example of the multi-million-dollar modernization program at Railway Express to insure you faster, more complete service.

Your shipment moves swiftly to almost anywhere in the world—with unified *one-carrier* responsibility all the way. You get door-to-door delivery at no extra charge within REA vehicle limits in the U.S.A. . . . and special low rates on many commodities. Next time you want safe, swift, sure shipping—call Railway Express!

shipping goes MODERN
with



RAIL • AIR • SEA

SALES MANAGEMENT

New Package for Sales Management

You will probably note as you page through this issue of Sales Management that we have made a package change. And, in keeping with the modern trend to build user-benefits into every package improvement, our "packaging committee" has been guided by three goals: (1) easier reading, (2) faster reading, (3) more pleasurable reading.

We have changed all the type in the magazine, from the biggest headlines down to the smallest footnotes. The type faces we have selected are, we are told, the best, most readable products of modern type designers. For instance, Caledonia (which is used for all text) is especially suited to printing on slick magazine paper. Spartan (which is used for captions) is the most readable of all sans serif types.

The cover has been redesigned. So have the department headings. Also, the contents page. In fact, we have tried to achieve a new look from front to back.

In this issue, and in future issues, we will be using bigger pictures, putting more air around our headlines and throughout our page layouts. The idea behind all this is to make Sales Management more attractive, more readable. The way we figure it, the easier the reading, the more you'll read, the more valuable the publication will be to you.

We have retained our perforated pages so that you can continue to file or pass along individual pages with a minimum of trouble. Incidentally, this feature, pioneered a couple of years ago, resulted in an avalanche of mail as soon as it was introduced. Practically without exception, our readers were enthusiastic about the innovation.

Like any manufacturer with a new package, we are eager for consumer reaction. Drop us a line. We'd love to hear from you!

How Industry Buys

Ambitious and imaginative sales managers 25 years ago would have given their eyeteeth to have the kind of scientific marketing data that is now available, almost as a matter of course. They knew then what any worthy sales executive knows today: It is awfully risky to attempt to "fly by the seat of your pants." Ambitious sales managers a quarter of a century ago instinctively felt the need for scientific data; unfortunately, very little of it was available.

Sales Management's July 10 Survey of Industrial Buying Power is an example of this new type of specialized marketing service. A spin-off from the regular Survey of Buying Power, the SIBP

Reminder

Don't overlook the
vital importance
of **ATMOSPHERE**

and **TIMING** in the
selection of media
for your
product advertising!

Industrial Equipment News includes nothing but product information and thereby provides a perfect atmosphere for your product promotion and selling.

Industrial Equipment News is read for only one reason . . . to find products currently needed, thereby providing perfect timing for your product promotion and selling.

Because of this perfect atmosphere and timing for your product promotion, you need no costly display nor large units of space . . . just enough for a factual description of your product and its basic application.

Cost? Less than \$200 per month . . . for present markets' protection and new markets' opportunities in today's changing markets.

Details? Write for IEN's new Media Data File and "Your Markets Are Changing" Booklet.



PRODUCT INFORMATION HEADQUARTERS

Thomas Publishing Company



...Affiliated with Thomas Register



...461 Eighth Avenue, New York 1, N.Y.

"I wonder, unendingly, whether I might not have been a much better writer had I spent all my life, except a year or two in the east, for contrast, in my native Minnesota . . . I certainly find the prairies quite as productive of 'art' as any boulevard, any Massachusetts hillside . . .

"In the lakes, the prairies by moonlight, the wide wheatfields on July afternoons . . . in the amiable mixture of Scandinavians and Bavarians and Yankees, in the shadow of the great north woods that just dimly reached to my town, I found inspiration more than enough . . . Had I been born in New England, I might have known Keats and Dante much sooner, and I would have known more sorts of forks to use for more sorts of food, but I don't know that the training would have been any the more solid or more exciting. No, a Minnesotan needs no salty water."

SINCLAIR LEWIS
1885-1951

Copr. 1945, from "Minnesota Writes," edited and published by Carmen Nelson Richards and Genevieve Rose Breen.



What makes a newspaper great?



What's the true measure of a people's worth to the society of man? The iron ore they dig or the books they write? The oil they pump, the soil they till, or the music they make?

The thunder of their factories or the hushed beauty of their churches, libraries and museums?

This October 19th in the Minneapolis Sunday Tribune more than 635,000 Upper Midwest families got new insight to their region's artistic and cultural achievement in an unusual newspaper supplement—a 24-page picture-story report on "The Fine Arts of Minnesota Living."

Here are works and words for the world to remember: glowing lines from Minnesotans F. Scott Fitzgerald, Ole Rolvaag and Sinclair Lewis . . . the proud history of the

Minneapolis Symphony Orchestra and the famed St. Olaf choir of F. Melius Christiansen . . . an imposing array of fine art from Minnesota collections . . . fine examples of painting and sculpture by Minnesota artists . . . monuments of superb architecture in the state . . . a whole living record of a region's contributions to the mind and heart and spirit of mankind.

Already this unique newspaper supplement is gaining stature as a reference work. The United States Information Service has ordered 10,000 reprints for use in describing American life to people of other countries. Schools, colleges and libraries are writing for copies. A generous over-run supply is dwindling fast. (If you'd like one, drop a postcard soon to the Minneapolis Star and Tribune.)

Months in preparation, "The Fine Arts of Minnesota Living" is the last in a series of nine special

Picture Sunday Magazines dedicated to Minnesota's statehood centennial, produced by staff editors, writers and artists of the Minneapolis Star and Tribune, distributed in the Minneapolis Sunday Tribune to the largest newspaper audience in the great 3½-state area of the Upper Midwest. It stands as another benchmark for measuring the conscientious service to readers provided by these two newspapers in every area of human interest and endeavor.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

635,000 SUNDAY · 500,000 DAILY
JOHN COWLES, President

SALES MANAGEMENT

came into being in 1957. Now, The Iron Age has just released a study covering its own field, metalworking. If you sell capital equipment, component parts, materials, and engineering products and services, you can use these data to define the industry base, the plant base, the executive base. For example, you can study the relative importance of plant and production managers and purchasing agents as well as other title groups in the purchase-decision situation. You can see how various management groups play their roles in determining the type of product, determining make of product, determining the product specifications, evaluating suppliers, selecting suppliers, and determining or approving expenditures.

The extensive data just released by The Iron Age mirrors, we believe, the rise of the sales executive as a general management executive. Someone in your company has long been applying engineering techniques to production; now it is heartening to see how swiftly you are moving to apply them to marketing.

That Foreign Car Market

Ford and Chevy are, reportedly, still waiting for a Sign From Heaven to decide if they will, or won't, build a small car.

The Sign may have flashed recently: Newsweek, which carries its share of both domestic and foreign car ads, has released the results of a national survey among domestic car owners and that growing band of brothers, their foreign car owner counterparts. The survey is titled "Market for Imported Cars in the U.S." It was made for Newsweek by Sindlinger & Co., Inc. The study is in two parts: one covers owners of imported cars and the other is based on interviews with a "scientifically selected" sample of all U.S. telephone households.

The results are eye-openers. "Fully 22.6% of all households would consider buying an imported car." Americans, in general, believe the imported vehicle is more economical. Close to 75% in the general survey expressed this belief and 98.3% of those who already own foreign cars were adamant about it. The question of which car—domestic or foreign—has more eye appeal drew closer results. Among foreign car owners, 46.2% think American products have more attractive styling. But 55.6% agree American cars are more comfortable. Where workmanship is concerned, the imported car owners think their cars have a better quality of workmanship than American vehicles. Not quite so many—but, at 60.4%, a majority—also think their imports are more reliable mechanically.

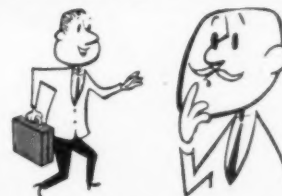
The primary selling point of the imported product is not styling, as so many domestic dealers (and manufacturers) had mistakenly supposed. Newsweek's findings indicate that styling, comfort and smaller first cost take a back seat to one factor: The factor is "economy of operation."

And that's the factor that Studebaker-Packard is stressing in initial advertising of its new small car, the Lark. It'll be interesting to see how the Lark makes out in its bid for a chunk of the small car market.

HARD TO SELL!



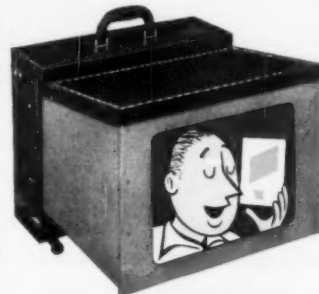
UNTIL
He Brought Around



HIS SELLING STORY



In SIGHT and SOUND



with the AUTOMATIC

SALESMAATE

AUDIO-VISUAL AUTOMATION
FOR YOUR SALES FORCE

Dramatize your sales story with exciting sound and pictures. It's like carrying a color TV commercial in an attaché case.

A COMPLETE SALES PROGRAM

Including a custom-made sound slidefilm

Only \$9.37 per week
or less per salesman

No Capital Investment

Have your secretary write:

Charles Beseler Company, Dept. SM-12
219 South 10th Street, East Orange, N. J.

Special Interest Magazines Get *ACT*



In today's competitive market, you want to do more than create a brand image or "acceptance" for your product. You need action at the local level. You want to hear that cash register sing!

Which is why Hearst "special interest" magazines top almost every other medium—in getting quick results in terms of sales.

ACTION! This is because special interest magazines—unlike media of general circulation—make a target of your market. Trim off all waste. Concentrate on a presold audience already interested in what you have to sell.

Hearst special interest magazines pin-point prospects—not just suspects. They are designed specifically to create across-the-

counter customers. This editorial policy means business—action—sales!

ACTION! When *Good Housekeeping*, for example, runs an article on favorite dishes of famous people, 700 supermarkets run storewide promotions. Reports the American Stores chain: "Our stores were so enthusiastic that 67,000 lines in 203 newspapers featured a total of 77 *Good Housekeeping* guaranteed products."

ACTION! And when *Harper's Bazaar* features its "Treasure Box" of 15 advertiser's samples, available through the mail at \$1.00, the entire output of 57,000 is gobbled up within two weeks of publication—with only one in six applicants being registered subscribers!

LOW!



ACTION! In *Town & Country*, appealing to a privileged income group, advertising by Tobias Jewells of Beverly Hills—at an overall cost of \$6,566—rolled up an amazing record of traceable sales totalling all of \$417,000. “Replies have come from all over the union,” writes Mr. Tobias, “and many new accounts have been opened.”

ACTION! And where would you quick-sell air-conditioning? Even before publication in *House Beautiful*, Westinghouse’s 7-page ad on central air conditioning had boosted sales by 15 per cent—by merchandising through the trade that locked up prospects—pinned down sales.

ACTION! So it goes. “Never before in our 25 years of business

have we sold so many dresses in one promotion,” writes the proprietor of a local department store. He wasn’t talking about retail advertising. He was reporting the results from *one ad* in a special interest magazine!

ACTION! The conclusion is simple. If you want action—look to the medium that is geared for action, sales-wise. Advertising dollars work hardest where interest is greatest. And readers of Hearst special interest magazines are already sold—only need to be told!

HEARST MAGAZINES

10 keys to the special interests of 10 groups of people



Cut call-report time in two with this new portable recorder!

It's Dictaphone's book-sized, all-transistor Dictet. It works *anywhere* without a plug-in. Just what does that mean?

It means you can suit your call-report writing to your daily schedule . . . talk your reports while they're fresh in your mind. The *time* you save!

So simple, too. Just pick up mike and talk. Mike acts as speaker for instant playback. Power source: muscular little mercury batteries. You really ought to send in the coupon.

**Good news for busy traveling men:
Dictets are now available on all
Capital Airlines V.I.P. flights!**

**DICTET[®] BY
DICTAPHONE[®]**

Dictaphone Corporation, Dept. SM 128
420 Lexington Avenue, New York 17, N. Y.
Please send full-color booklet on new Dictet.

Name

Company

Address

CORPORATE CLOSE-UP



Miniature Bearing Maker "Anticipates the Order"

SEVERAL WEEKS AGO, Miniature Precision Bearings, Inc., Keene, N. H., received an order from a leading instrument manufacturer for 10,000 highly specialized ball bearings. Unlike many industrial producers, MPB was ready—it filled the order immediately.

As a result, October '58 business from this customer surpassed that received from him during all of 1957. Now he orders without checking delivery time—"living dangerously" by most purchasing standards.

Customer confidence is encouraged by MPB for, like the government, the company is in a "continual state of preparedness." It has developed a "forecasting and creative market planning" operation that works! Sales for the first three quarters of 1958 are up almost 25%. MPB claims more than 50% of the small bearings market.

No member of the crystal ball and tea leaf set, MPB's Bill Austin, manager of market planning, has taken the 12-month-forecast out of an ivory tower and into the field. Along with his salesmen, he asks the customer what his company's purchasing plans are for the next 12 months. If necessary, he'll ask anyone, from the project engineer to the sales manager. This is a chore demanded of every salesman on every call.

Austin himself travels far and wide covering the areas needing special attention. Combining the salesmen's reports with his own and revising the forecast quarterly, he produces an extremely accurate picture of what MPB customers require over a 12-month future. Company inventory is adjusted accordingly.

MPB has found its customers less reticent to talk once they've realized the forecast works both ways. It helps MPB to do its job and it helps them when they're ready to buy. The company has encountered surprisingly little suspicion of its motives—probably because of its reputation for holding information in the strictest confidence.

Thanks to the forecast, MPB's 22-week delivery schedule of a year ago, has radically changed. Now, a customer receives immediate delivery on most popular-sized bearings. Inventory, instead of swelling dangerously, has stayed about the same, with one significant difference—there is now a greatly improved balance of sizes and types on hand at all times.

With regard to accuracy, MPB has strived to stay within a plus-or-minus error of 10% in its forecast. Proof of the program's success is evident from third quarter results: The company over-stocked by only one percent, based on what had been predicted several months to a year ago.

Says Richard I. Kern, general marketing manager, "MPB has developed a unique management tool for selling. The forecast spots marketing opportunities and establishes manufacturing requirements before they get to the stage where emergency action is required. It has provided a frame of reference for management decisions; greatly improved our sales planning; produced purchasing and production economies through longer factory runs and increased purchase/quantities, and created a better balanced inventory. Now we are going after business we couldn't touch before."

A SURE THING!

WHO-TV delivers solid coverage of 46 counties in strategic Central Iowa—a \$2 billion market!

This is the heart of America's *leading* agricultural market—where the average farm income is over \$11,300 or 78% *above* the national average! Yet, it is also a rapidly expanding industrial market. For example, Des Moines, the shopping center for all of Central Iowa, has more than 400 diversified industries with a payroll of \$100 million, an average family income of \$6000, and retail sales of \$343 million!

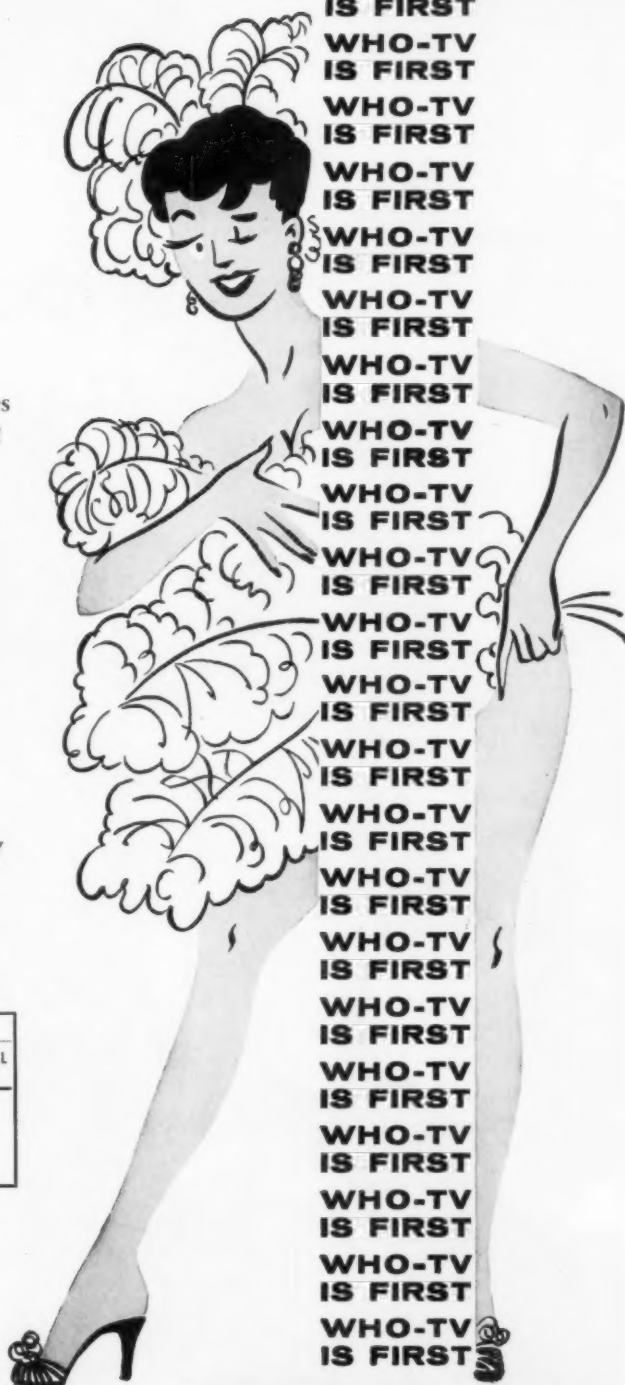
There are 392,700 TV families in this rich 46-county area—and you need *only* WHO-TV to cover them all!

The newest Metropolitan Des Moines ARB Survey (Feb. 8-March 7, 1958):

	FIRST PLACE QUARTER HOURS		PERCENTAGE OF TOTAL	
	NUMBER REPORTED 1 Week	4 Week	1 Week	4 Week
WHO-TV	256	232	54%	49%
STATION K	162	186	34%	39%
STATION W	47	51	10%	11%
TIES	8	4	2%	1%

Talk to PGW for more about a *sure thing* in Iowa—WHO-TV!

WHO-TV is part of
Central Broadcasting Company,
which also owns and operates
WHO Radio, Des Moines
WOC-TV, Davenport



WHO-TV

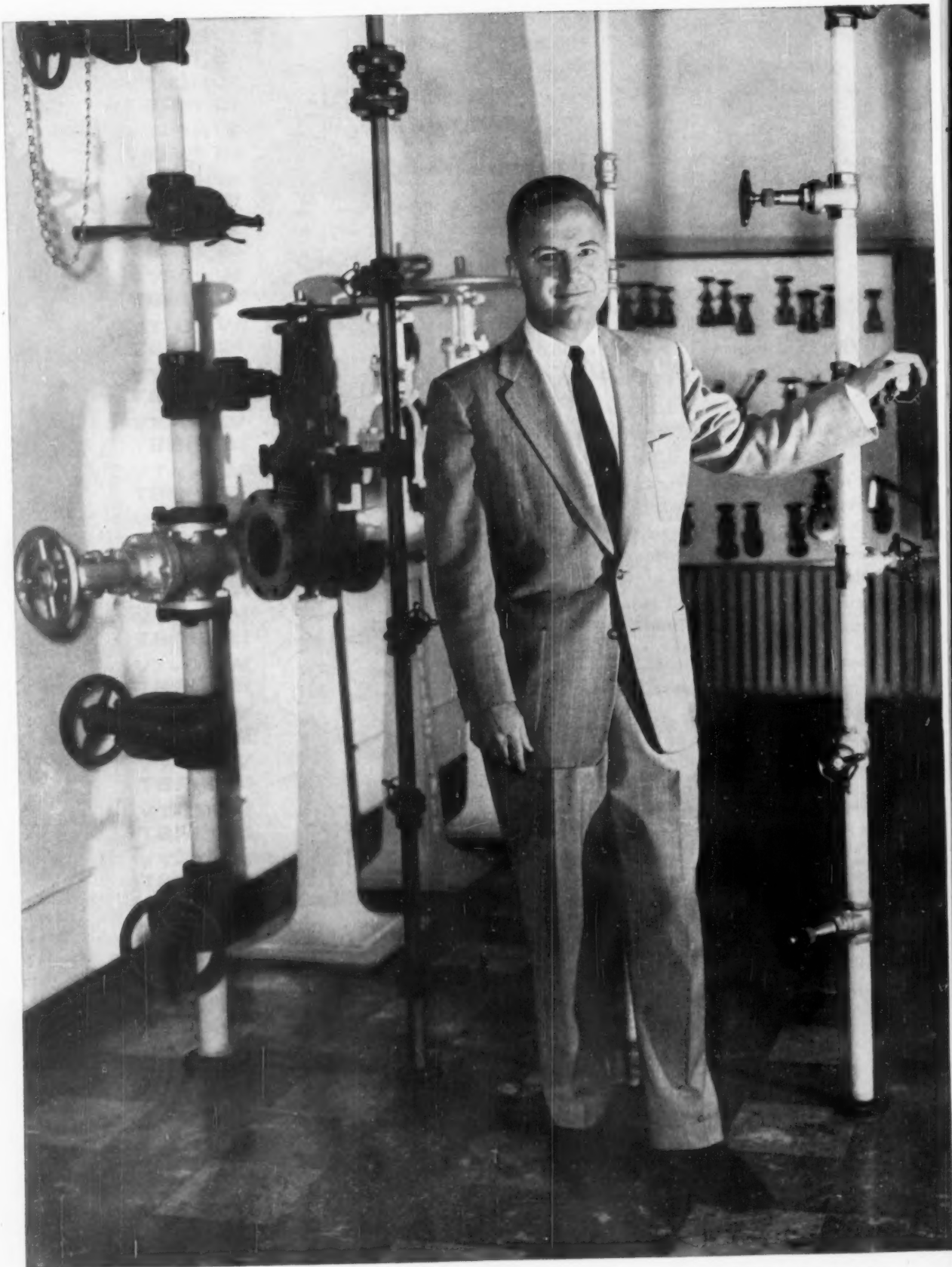
Channel 13 • Des Moines

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.,
National Representatives





"BUSINESS PUBLICATION ADVERTISING HELPS BOOST SALES"

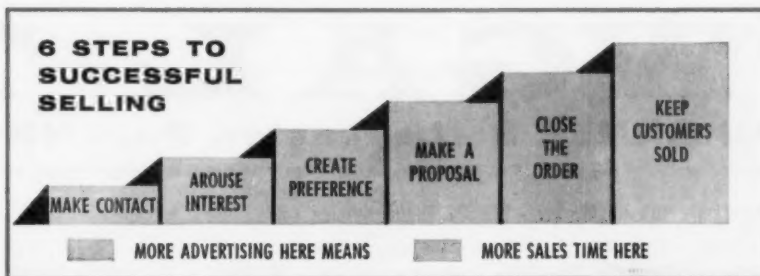
"How do we know? Well, industrial management is seriously concerned about the rising costs of plant and equipment maintenance," relates Melvin W. Pauly, Sales Vice President of the Lunkenheimer Company. "Because our valves are designed to keep down maintenance costs, we have an important story to tell. We use leading business publications to get the story across to the people who influence valve purchases. This is the audience we want to reach, and judging from sales results, we are reaching it very effectively."

IF WHAT YOU MAKE OR SELL is bought by business, you can "mechanize" your selling by *concentrating* your advertising in the McGraw-Hill publications serving your markets. These business publications pinpoint your prime prospects . . . enable you to talk to them in their own language, while they're in a *business mood*.

MCGRAW-HILL PUBLICATIONS



McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N. Y.





**multi-city buying is
in fashion, too**

Empire is the latest vogue. Buying WGAL-TV's low-cost, multi-city coverage is an established custom. This pioneer station is first with viewers in Lancaster, Harrisburg, York, and numerous other cities including: Reading, Gettysburg, Hanover, Lebanon, Chambersburg, Lewistown, Carlisle, Shamokin.

STEINMAN STATION
Clair McCollough, Pres.



316,000 WATTS

WGAL-TV

CHANNEL 8 • Lancaster, Pa. • NBC and CBS

Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

America's 10th TV Market • 942,661 TV households • \$3¾ billion annual retail sales • \$6⅓ billion annual income

Lancaster • Harrisburg • York • Lebanon • Reading • Hanover • Gettysburg • Chambersburg • Waynesboro • Lewistown • Sunbury
Carlisle • Pottsville • Shamokin • Lewisburg • Hazleton • Mt. Carmel • Bloomsburg • Hagerstown • Frederick • Westminster

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

Coming Soon: Smaller Markets

Maybe it's a change in status symbols. Maybe it's just that people are getting tired of mass-produced, mass-consumed products. But buying habits appear to be undergoing a major change. People switch brands more often. They seem to want to assert their individualism. Instead of keeping up with the Joneses, they want things that the Joneses **don't** have — different kinds of appliances, autos, furniture that will mark them as independent thinkers.

Take the Cadillac car, for example — the status symbol of postwar America. It has lost some of its exclusiveness through the years and the man who wants to be different is more likely to be seen in a Continental, an Imperial, a sports car, or an auto of foreign make. What happened? Despite Cadillac's restricted production, the car has become practically commonplace — especially in big metropolitan areas. **More than a million Cadillacs have been sold in the past 10 years — roughly one family out of 60 drives one today.**

Practically every household has a refrigerator, a TV set, an automatic washer. Consumers are nearly saturated with mass-produced appliances. They would prefer that their next major purchase be something exclusive, something that strongly reflects their individual tastes. They are finding such an opportunity in hi-fi sets, which have not as yet achieved a sameness or a mass standard. Many small hi-fi companies have been wise enough to appeal to this desire for individuality.

There are 175 million consumers in the United States. It is a testimonial to sales and advertising effectiveness that the great majority of these millions of people have been "educated" to like the same type of product, the same styling, the same standards. But now, as was almost inevitable, there is a burgeoning resistance to conformity.

This has great significance to marketers! The manufacturing giants, which depend on mass

production and high volume, have no choice but to continue to sell to the mass market. It will continue to be a big market, despite the insurgence of free-thinking consumers. But the small manufacturer will see terrific opportunities. The greater flexibility of his smaller assembly line, of his more maneuverable distribution force, will permit him to produce for and sell to special groups — profitably.

Until now, he has been at a disadvantage. He couldn't hope to achieve competitively low production and sales costs. Now, it doesn't matter. The new consumer is willing (and able) to pay a little more for a custom item that will please his discriminating palate.

Smaller markets can be profitable markets. A marketer doesn't need 175 million prospects to be successful. An item that appeals to one person out of a thousand still has potential sales of 175,000 units. (Rambler, a big success, produced only 109,000 units last year.)

The American consumer has been surfeited with all kinds of wonderful products since the end of the war. He's probably tired, a little jaded, eager for something different. But millions of new consumers enter the market every year. It will be interesting to note whether newlyweds equip their homes with mass-accepted products or whether they already share the boredom of their elders and seek the unique, the unusual, right from the start. It's hard to tell. But it's worth watching.

Attitudes of Women on Mattresses

The Sealy mattress people recently engaged some psychologists to interpret the answers that women gave on their attitudes toward sleep, mattresses and bedrooms.

Results were not nearly as interesting as the

(continued on page 20)

heading might indicate, but the study did uncover a few hidden motivations. For instance, a woman who likes a soft mattress may actually buy a firm one for one of three reasons: (1) she feels that her husband prefers firm bedding and she wants to please him; (2) she has a heavy husband and realizes that a firm mattress will help to keep the bed on an even keel; (3) she feels that a too soft mattress might make her lazy.

No Promotion Is Better Still

We've often wondered if National Pickle Week is really worth while. For instance, does all that pickle-promoting publicity really sell pickles? Or does the pickle packers' annual pickle-push occasionally turn sour?

Now comes evidence that such special days, weeks and months may be next to meaningless as far as the consumer is concerned.

September was "Canned Foods Month," in case you didn't know. It was supposed that a month-long merchandising campaign based on this theme would increase sales. But, alas, the consumer wouldn't cooperate! **Sales of canned goods dropped 9%** during the promotion month, compared to the same month last year. (There was no industry-wide promotion last year.)

The consumer panel of Market Research Corporation of America, which reported the results, hesitated to draw any conclusions. Instead, a spokesman was quoted in Food Field Reporter as saying: "The findings do not necessarily mean that the promotion was a failure. Conceivably, the record **might have been worse** if there had been no promotion."

Industrial Markets More "Pinpointable"

There are 6,518 automatic, single-spindle screw machines in the state of Connecticut. In terms of age, 2,585 are 10 to 20 years old; 2,046 are more than 20 years old.

The above information may not be exceptionally

interesting to you or your company, but if you were a lathe manufacturer—and you had comparable information for other areas—you would find it extremely valuable in helping you locate your best replacement markets.

The data are from American Machinist magazine's eighth Inventory of Metalworking Equipment, a study made once every five years. It typifies the contributions that businesspapers have made to the scientific advance of industrial selling. Like Sales Management's Survey of Industrial Buying Power and the dozens of other surveys made by other publications, these studies help industrial marketers to define, refine and pinpoint their prospects.

The American Machinist Inventory gives age, geographic location and number of units for almost 200 different kinds of metal cutting and forming machines used in 16 industry groups.

In Defense of Artificial Obsolescence

Few people have ever come right out in favor of the annual model changes that auto makers present to the public. At best, the practice has been explained as a costly but necessary evil of a highly competitive industry.

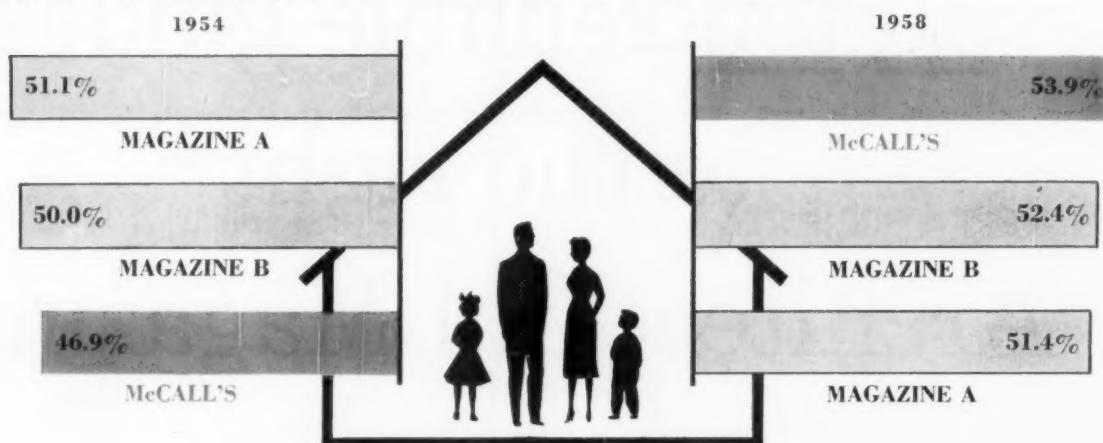
But now, no lesser person than General Motors' new chairman, Frederic G. Donner, praises the annual model change as "good." He says that it is the chief reason why the auto industry has been able "to make its great contribution to the way we live and move in this country. . .

"If it had not been for the annual model change," he said in a recent talk in Boston, "the automobile as we know it today would not be produced in volume and would be priced so that relatively few could afford to own one. Our customers would have no incentive or reason to buy a new car until their old one wore out. Not only would this reduce the demand for new cars, but it would drastically curtail the supply of used cars. And, of course, the industry now sells twice as many used cars as new cars."

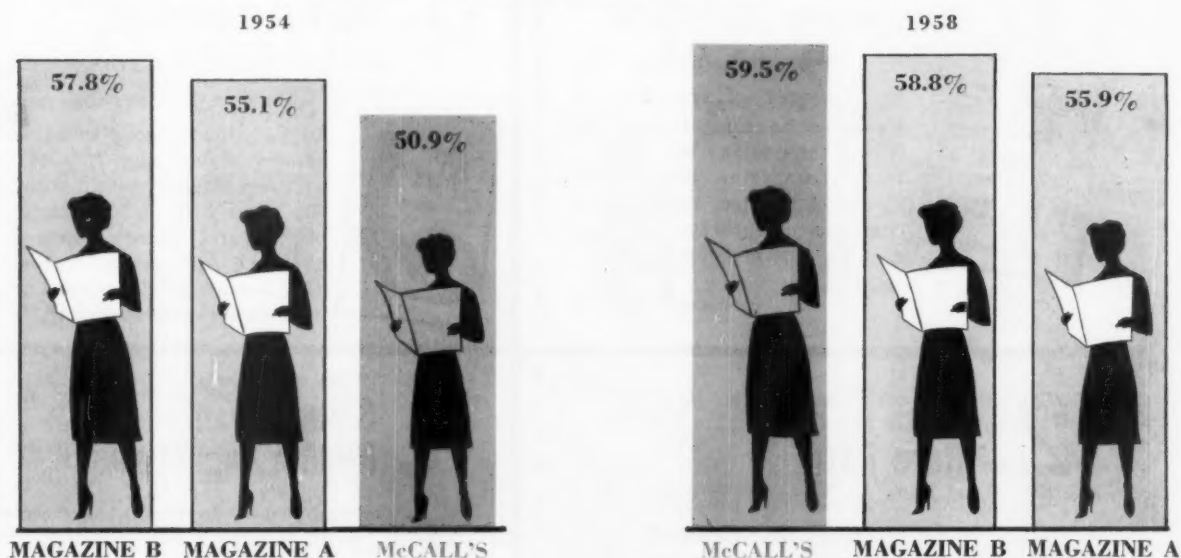
TARGET YOUR SELLING WHERE YOUR BEST CUSTOMERS ARE CONCENTRATED

Marketers realistically regard the nation's larger households—needing and wanting more of practically everything—as today's best, and most immediate, customers. Of the three major women's magazines, McCall's now concentrates the largest proportion of its readers in these larger households. You'll find them flocking to the suburbs of the metropolitan areas where, too, McCall's shows the greatest audience shifts during the past four years.

PERCENT OF READERS LIVING IN HOUSEHOLDS OF 4 OR MORE PERSONS



PERCENT OF READERS LIVING IN METROPOLITAN AREAS



Source: Look-Politz Studies, 1958 and 1954.
© 1958 McCall Corp.

a Marketing Service from

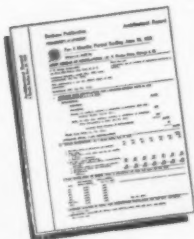
McCall's

the magazine of Togetherness

Are you using all ten reliable guides to the right Architectural Magazine*

1. Audit Bureau of Circulations Statement

(June 30, 1958)



More architects—and more engineers—subscribe to *Architectural Record* than to any other architectural magazine. (See recapitulation of architect and engineer circulation on pages two and three of A.B.C. statements.)

3. Dodge Documented Market Coverage

(studies of *Architectural Record's* coverage based on all architect-planned work reported by F. W. Dodge Corporation in 21 states in 12-month periods)



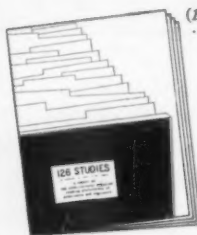
94% of all architect-planned non-residential building; 77% of all architect-planned residential building is verifiably in the hands of *Architectural Record's* own architect and engineer subscribers. (Minimum size of projects: non-residential \$10,000; houses \$8,000.)

2. Rate Card



Architectural Record offers advertisers the lowest rate per page per 1,000 architect and engineer subscribers.

4. Summary of Readership Studies



(126 studies sponsored by building product manufacturers and advertising agencies)

Architects and engineers have voted *Architectural Record* "preferred" in 115 out of 126 advertiser-sponsored studies for which results are available.

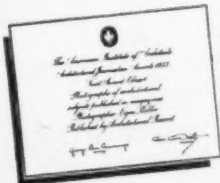
5. Comparative Editorial Analyses

(by pages, by subject matter)



Architectural Record publishes more editorial pages than any other magazine in its field — including more on the design of both nonresidential buildings and residential buildings.

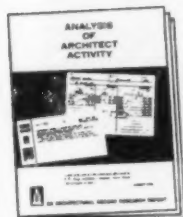
8. Editorial Awards



Architectural Record has won forty awards for editorial excellence including five out of six awards to architectural magazines by The American Institute of Architects.

6. Analysis of Architect Activity

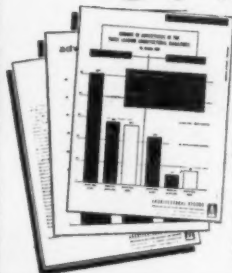
(an accurate record of the work of over 1,000 architectural offices)



Architectural Record's editorial balance reflects its exclusive access to the activity record (developed from *Dodge Reports*) of every active architectural firm in the U.S.

9. Comparative Advertising Analyses

(by pages, by advertisers, by continuous advertisers, by major product categories)



Year after year more building product advertisers place more advertising pages in *Architectural Record* than in any other architectural magazine—70% more in the first 9 months of 1958.

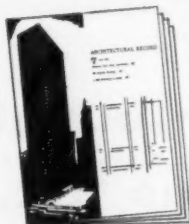
7. Editorial Research

(outline of the significance of Eastman Editorial Research Service to publishers and advertisers)



Highly respected Eastman Editorial Research Service is employed exclusively in its field by *Architectural Record*.

10. The Magazine Itself



Every page of *Architectural Record* is edited specifically for architects and engineers. And editorial content is continuously timed and balanced with the aid of *Dodge Reports* to be of top value to architects and engineers in terms of the work on their boards.



Architectural Record

"Workbook of the active architect and engineer"

119 West 40th Street
New York 18, New York
OX 5-3000



Please send me the items circled below to help me select the right architectural magazine for my advertising:

1	2	3	4	5
6	7	8	9	10

NAME _____
TITLE _____
COMPANY _____
ADDRESS _____



The president of Bulova Watch Company is a firm believer in the telephone as a selling tool

"\$302 in out-of-town calls brought us \$62,160 in sales!"

"The telephone makes an important contribution to our salesmen's efforts," says John H. Ballard, Bulova Watch Company president. "It helps them advise the 18,000 Bulova jewelers of last-minute additions to the selling line.

"Last year we had a sudden change in our line. When one of our salesmen learned of this, he placed 75 calls to his customers—at a cost of just \$302—notifying

ing them of this new item, and wrote \$62,160 worth of additional Bulova business!

"Unquestionably, telephone selling helps us get sales *results* for our Bulova watches, razors and radios."

The telephone is the quick, easy way to increase your out-of-town business. It's low in cost. And—as Mr. Ballard reports—it gets results.

YOU SAVE MONEY WHEN YOU CALL STATION-TO-STATION instead of Person-to-Person

For example:	Day Rates (first 3 minutes) Person-to-Person	Station-to-Station	Each Added Minute (applies to all calls)
New York to Baltimore	\$1.05	75¢	20¢
Cleveland to Chicago	\$1.40	\$1.00	25¢
St. Louis to Omaha	\$1.55	\$1.10	30¢
Albuquerque to Los Angeles	\$1.95	\$1.40	40¢
Boston to Miami	\$2.65	\$1.90	50¢

Add 10% Federal Excise Tax

BELL TELEPHONE SYSTEM

Call by Number. It's Twice as Fast.



SALES MANAGEMENT

films and more films

I noted in your issue of Oct. 17 ["Catalog of Sources for Sales Films and Records," p. 106] that we had evidently slipped up in not making known to you that ICR is the only company in the field exclusively devoted to the business of furnishing industry with ready-to-use, rapid-action business development programs.

For example, the ICR-Borden and Busse program, "How to UP Sales by Better Sales Supervision," the Dr. Peale film, the Millard Bennett film and the Attitude film listed in the section mentioned above are all ICR productions. We do have two major distributors, outside of our own organization, which are Vision, Inc., and United World. The Sales Executive Club is a dealer.

X. F. Sutton

Managing Director
ICR
New York, N. Y.

I'm sorry that our announcement of sales training films did not reach you in time for inclusion in your excellent October 17 round-up.

A total of fifteen 15-minute films has been produced from the 1958 Teleclinics, Inc., closed-circuit showing. There are five each on these three subjects: (1) management supervision—the new role of decision making; (2) general selling—effective salesmanship; (3) retail selling—over-the-counter selling.

These films are being suggested to sales executives clubs for one-night showings on each subject, where they sponsor the show as a sales rally and sell tickets. The films are available through United World Films, Inc.

Morris I. Pickus

President
Morris I. Pickus & Associates
Westport, Conn.

hmmmm

Way back in the thirties, the first radio listening survey available to us in the West was a door-to-door interview with housewives, and a symphony program always came out first. When more accu-

rate measurements were developed, it turned out that soap operas were at the top and the symphony was considerably down the scale.

Your Oct. 17 article, "When a Senator Turns Salesman" [p. 52], reminded me of the old days. Could it be that the senators told your interviewers what seemed fashionable when asked their favorite advertising medium? How else explain the divergence between your headline box, showing radio in third place among media in senatorial votes—and the table lower down, revealing that these same senators used radio more than any other medium in their own campaigning (a whopping 94%)?

Robert J. McAndrews

Vice President
KBIG
Hollywood, Calif.

manufacturer claims his own

Colonial Aircraft Corp. Skimmer IV Amphibian is manufactured at Sanford, Me., and marketed through franchised distributors located throughout the U.S. and Canada, and not by Amphibious Aircraft, Inc., as originally and erroneously stated in your edition dated Sept. 19 ["A High-Flown Ad Campaign Broke the Rules—and Sold!", p. 142].

The response to the St. Georges and Keyes copy has been most gratifying.

David B. Thurston

President
Colonial Aircraft Corp.
Sanford, Me.

it's new in Detroit

The article in your Nov. 10 issue on rebuilding downtown areas is excellently written [Rebirth of the Downtown City, p. 102].

It is indeed a satisfaction to persons like myself who are working on this problem to see the story brought in such a fine manner to the high caliber of people who read your magazine.

There is just one thing omitted about Detroit that I should mention because of the reference in the early part of the article to the

(Continued on page 27)



**ranks high as a
TEST MARKET**

1. ISOLATED MARKET—No overlapping with any other major trading area. Over 150 air miles from Chicago.

2. BALANCED ECONOMY—Over 300 diversified manufacturers. Self-sufficient with compact boundaries.

3. TYPICAL POPULATION—Metro population, 267,100. 93% native-born white, 5% foreign-born white, median age 31.8 years.

4. DEPENDABLE BUYING POWER—EBI per household \$6,189. 47% of households in \$4,000-\$7,000 range.

**MOLINE DISPATCH
ROCK ISLAND ARGUS**

Not' Repr. — THE ALLEN-KLAPP CO.

✧ ✧ ✧ ✧ ✧ ✧
8 **OUTSTANDING
FILMS TO HELP
SALESMEN
SELL AGAINST
RESISTANCE**

Solid Gold Hours

Opening the Sale

Presenting Your Sales Case
Convincingly

Overcoming Objections

Closing the Sale

How to Sell Quality

The Power of Enthusiasm in Selling

The Beltger Story

These 30-minute sound movies are professionally produced. They will highlight any sales meeting, train new salesmen, add interest and impact to dealer meetings. Thousands of companies have used them.

Write for Rental or Purchase Details

DARTNELL **HEADQUARTERS
FOR SALES
TRAINING FILMS**

4660 Ravenswood • Chicago 40, Ill.



Hawaii offers a once-in-a-lifetime thrill for contest winners. Via United Air Lines, winners can enjoy famed Mainliner® service to and from the Islands on fast, comfortable, radar-equipped DC-7s and DC-6Bs. California is another popular vacation area served by United. Las Vegas, Palm Springs, New York — these and other exciting attractions are among the thrilling prizes United can deliver to winners. No matter where the winner goes, a big part of his prize is the pleasure and comfort of going there on United.

How to Put a New Kick into Sales Incentive Programs

Executives Report Successful Promotions, Happy Winners, Even Contented Wives, When Glamorous Vacation Trips Are Prizes

All over the country there's a growing trend toward the use of travel prizes in sales incentive programs.

Why? "They put an extra kick in the program," one executive reports. "Everybody likes a free vacation," another points out. A third says, "A travel prize is good for morale. It makes the winner seem important in the eyes of co-worker and neighbor."

Other reasons for the popularity of travel as incentive prizes: it's out of the ordinary, it's glamorous, it's exciting. It's one prize the winner is sure not to own already. It's the kind of prize he will remember for a long time.

The wife can share

Everywhere, executives report this important consideration: wives can

share in the award. Travel appeals to the woman at home: experience has shown she'll help her husband work harder to win.

Flexible, inexpensive

Not only is travel popular with winners, it is popular with program planners, too. They can offer a quick holiday or an extended vacation, can accommodate one winner or a hundred — and at surprisingly low cost.

Big name companies use travel as incentive

In some companies, sales incentive

programs had become stereotyped. They had lost their kick. Travel prizes proved to be a successful way of generating new enthusiasm.

Today, all kinds of U. S. industries, from food products to oil, are increasing sales with travel incentive prizes.

How to get complete information

Your own company might well find travel the perfect incentive for your next employee program. United Air Lines offers complete details in a new, colorful booklet. Write for your free copy today. Address your request to Harry Horst, Mgr., Incentive & Special Sales, United Air Lines, 36 S. Wabash, Chicago 3, Ill.

UNITED AIR LINES, A LEADER IN
THIS FIELD, OFFERS HELPFUL TIPS

return to the central city of many suburban residents. It is that in Detroit, for the first time, we are converting 175 acres just outside of the central business district to a middle and upper-middle income residential area.

The first building — a 22-story apartment building designed by Mies van der Rohe — has just been completed. There will also be many low rise apartment buildings in the project.

Charles F. Delbridge, Jr.
Executive Director
Central Business District
Association
Detroit, Mich.

seven for the reference file

A tip of the hat to Sales Management.

I have been reading your magazine religiously for about five years and have found it a source of tremendous enjoyment and useful information. My files contain a host of torn-out articles I have retained for reference.

I have just finished reading your Oct. 17 issue and my reference files are richer by seven articles.

Anyone connected with sales, marketing and advertising who doesn't read Sales Management is missing one of the finest sources of material to aid him in becoming a more professional salesman and/or sales manager.

Russell N. Gandy
Sales Manager
Eastern Gift Wrap & Fabric
Division of Minnesota Mining
and Manufacturing Co.
Philadelphia, Pa.

good wishes for the next 40

Congratulations on the 40th birthday of your magazine. My wishes are that the next 40 years are the best for your publication. I am sure that each additional year will prove its increasing value as it has in the past.

Your article on "Big Opportunity for Small Firms" [Sept. 5, "Significant Trends," p. 17], is one that too many small business owners have not had the opportunity to see or read. If it is possible, I'd appreciate having a tear sheet.

R. J. Hoban
Kenmore, N. Y.



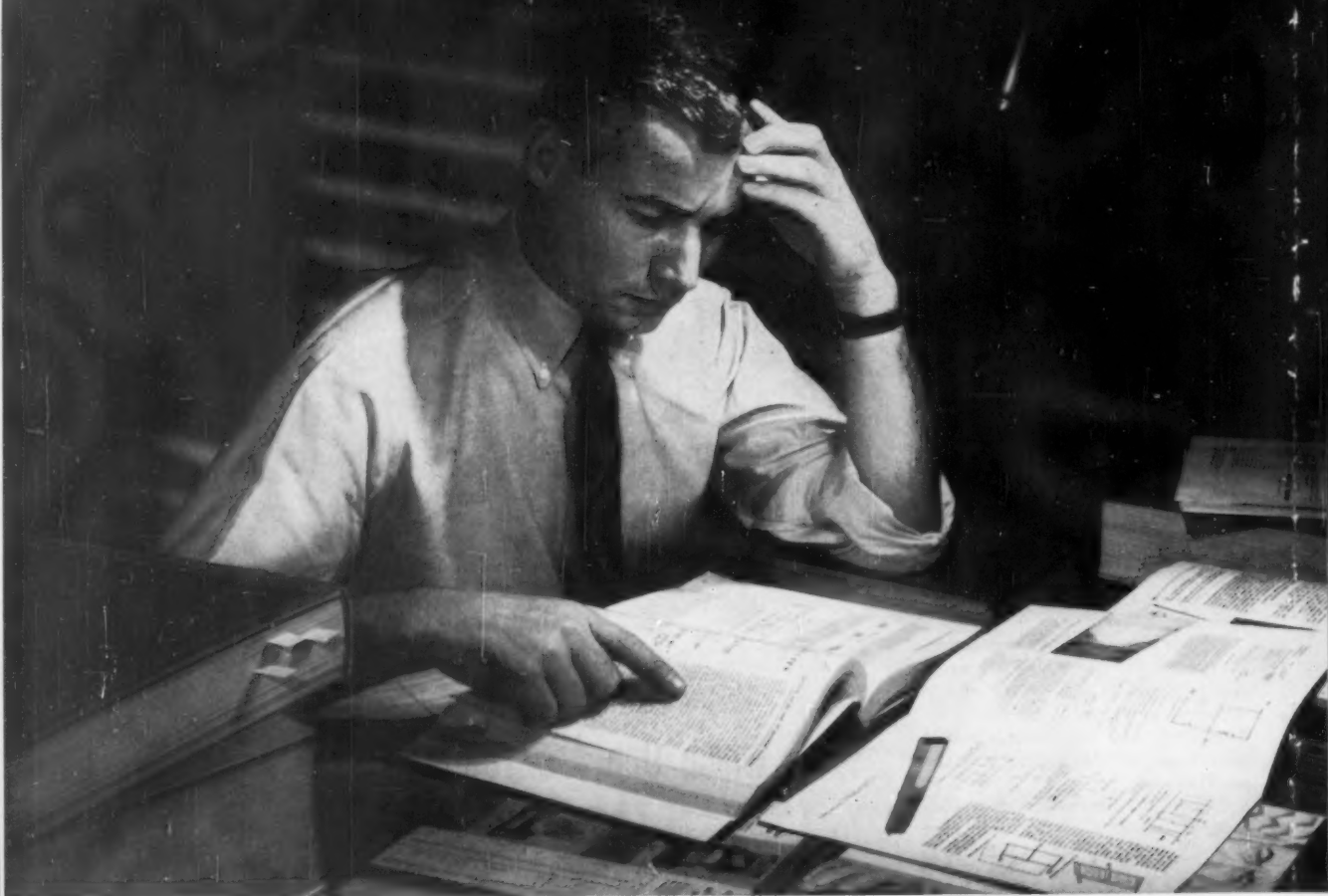
Which One Are You Trying to Sell?

Every salesman (and certainly every sales manager) knows that you cannot use the same sales approach on every prospect. Butchers and bakers and candlestick makers respond to different sales techniques — and read different magazines. That holds true, too, for architects and contractors and consulting engineers. To sell consulting engineers, the men who write the specifications, tell your story directly — through CONSULTING ENGINEER.

Consulting Engineer

Wayne near Pleasant Street
St. Joseph, Michigan





NEED FOR A NEW KIND OF PRODUCT INFORMATION WAS REVEALED BY A NATION-WIDE STUDY

"What I need is ...

"It takes too long to get 'specs' from their home office!" "Sure, they have a good product, but their competitor has a local distributor!" "They have the sizes I need, but I don't know of a service outlet in our area!"

HOW MANY TIMES HAVE THESE PHRASES COST YOU IMPORTANT SALES?

You'll probably never know how many sales you lost due to statements like these by a typical tool engineer; you're not likely to hear from customers you never had!

The American Society of Tool Engineers uncovered this long standing need after retaining A. T. Kearney & Company, Management Engineering Consultants, to conduct a depth study of product information requirements among tool engineers throughout the metalworking industry. Included in this qualitative survey were engineers and manage-

ment men, production and machine design department heads. In addition, personal interviews sought out the needs of manufacturers and advertising agencies. The results of interviews and special "brain-storming" sessions at ASTE Chapters across the country were channeled into a 160-page report on the product information needs of tool engineers.

ASTE DETERMINES THE NEED—AND ANSWERS IT

The Society's extensive, year-long study revealed that the product information demands of its 39,500 members could be met in only one way—with a suppliers directory that gives on-the-job facts not only on manufacturers and their products, but on local sources.

Armed with these known and confirmed needs of the men whose job it is to investigate, recommend, specify and put to use the products of production, ASTE decided to publish a unique product information guide—1959 TOOL ENGINEER SUPPLIERS DIRECTORY ISSUE.

"ENGINEERED" FOR SPECIAL NEEDS

ASTE's nationwide study proved that the buying influences in metalworking want a Directory Issue that gives them:

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PLAN TODAY

THE TOOL ENGINEER SUPPLIERS DIRECTORY ISSUE will be published on June 15, 1959. Advertising will be limited to full pages and inserts only. The issue will be bound to lie flat, providing full gutter visibility and easier use by the reader. Mechanical specifications will remain the same as for regular issues of THE TOOL ENGINEER. Closing date for space reservations is May 8, 1959.

Rates as earned in regular issues of THE TOOL ENGINEER will be applicable in THE TOOL ENGINEER SUPPLIERS DIRECTORY ISSUE. Don't forget, the 1959 edition closes May 8, so reserve space now through your local TOOL ENGINEER Representative or write direct—today!

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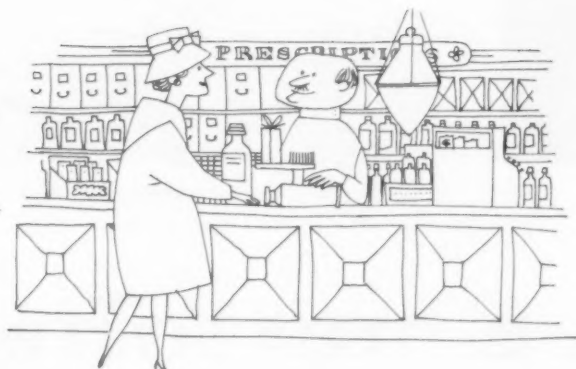
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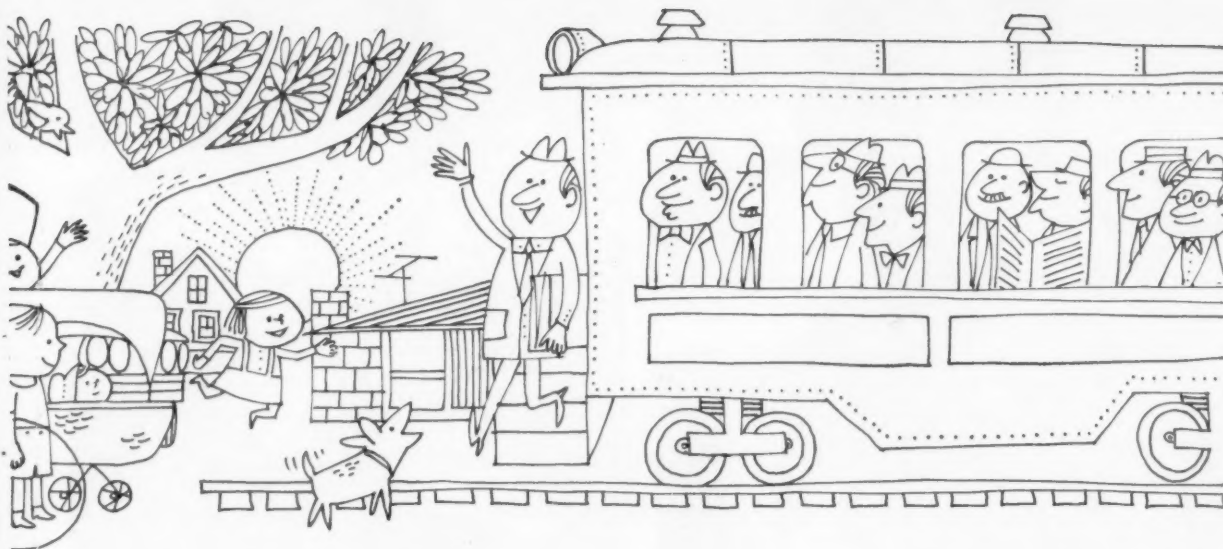
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Are You Flunking in Creative Thinking?

"America's top-level executives are less creative today than they were 25 years ago. And they are growing less creative every day." Deny it if you will . . . then read this article.

The author offers you three tested techniques for developing fresh and constructive ideas. He says:

1. Give your problems the "What if . . ." treatment.
 2. Build a "creative cabinet."
 3. See what comes from "attribute shifting."
- . . . and he spells out the simple "how-to."

By B. B. GOLDNER, Ph.D.



IF SOMEONE accused you of being non-creative, you would rebel.

"What do you mean, non-creative?" you probably would say. "Why, as an important executive in an important company I deal with new ideas all the time."

Well, I'm accusing you!

America's top-level executives are less creative today than they were 25 years ago. And they are growing less creative every day.

What you are doing is this: You are spending too much time with your problems today and giving little thought — lip-service, yes, but not creative thought — to possibilities two or more years hence.

"Why, we are planning for the future all the time," you say, and you are right. But are you planning creatively? Few executives do. If you are like most, you think you think creatively when you are not creative at all.

Is it strange to you that some companies sailed through this recent downtrend in business, chalked up increased sales and trotted home with

a bigger share of the market? It's not strange to me, because I have worked with the executives of many companies that have gone up while the pack has gone down. And gone up not merely in sales but in profits. What made the difference? Creative thinking!

Why aren't executives more daring today in this age of acceleration featuring monumental discovery and lightning technical advances? There are many reasons. See if some of them apply to you:

1. Executives tend to spend too much of their time putting out "fires" — solving dozens of little problems daily — shooting down "bogy" men.
2. Too large a portion of the daily effort is spent talking to people — on the telephone, in conferences, at lunch — and not enough time listening for ideas and observing differences.
3. Very few hours each month are given over to thinking of possibilities

for the future — to uninhibited "blue-skying."

4. No systematic method is used to think creatively, and self-starting techniques are shunned.

5. Many use the wrong yardsticks to measure new ideas — often put too much weight on the source instead of on the idea itself.

6. Impatience with idea "talk" from subordinates is the rule — it just "wastes" executive time. ("It can't be good if I didn't think of it.")

7. It is considered "safer" to stick to "tried and true" methods than to devise new ones. ("Don't stick your neck out; keep your nose clean; show that steady 3% gain.")

8. If competitors are doing the same thing, the procedure is assumed to be sound.

"When am I thinking creatively and when am I not?" asked an execu-



(continued)

tive recently when I accused him of sterile planning for the future. (This fellow was working on expansion in the years 1962-3 when the war babies become effective consumers.) "You are creative," I told him, "when your idea is completely different from any other method of solving a problem. There is a need for imaginative thinking. We must consciously try to be daring and novel in our approach to problems."

My suspicion is that we allow ourselves to become stifled by statistics today. We gather them, fondle them, feed them into computers to produce averages and norms. Then we follow the trend of these statistics to the letter.

This is about as non-creative as you can get. You are fixing your sights on yesterday's activities—the ones that produced the statistics you are using. Instead of working with statistics, you should be working from them. The creative executive accepts a set of statistics as a challenge. Instead of slavishly following the curves, he tries to create ideas that will either change them or take advantage of the developments they indicate.

This is what I mean: Statistics show that Americans tend to buy the most expensive model in an automobile manufacturer's line. (Chevrolet has eliminated its low-price line this year.) Figures seem to indicate conclusively that Americans want bigger windshields and longer bodies. And that's what the Big Three have been producing, often following the non-creative path.

Along comes American Motors. Instead of working with these statistics on what car owners bought, it works from them. It changes and improves its design approach to change the statistics. Rambler sales prove that Americans do not necessarily buy bigger and bigger domestically produced cars. Beyond this, the Rambler American is considered the best of the small cars, including the leading foreign makes, at the price. (And foreign cars "are better made than U. S. cars" because of "more-rigid quality control.") A company that uses a

These Are the Characteristics Of a Creative Individual:

1. **Intelligence**—the ability to apply what is already known.
2. **Experience**—a rich, varied background that can be tapped for ideas.
3. **Imagination**—the capacity to create alternatives or develop solutions.
4. **Flexibility**—the faculty of being able to "spin around on a dime" to meet challenges.
5. **Problem-sensitivity**—attunement with job and personal environment that makes it possible to foresee and solve problems before they reach the white heat stage.
6. **Curiosity**—an eagerness for information.
7. **Originality**—ability to create what will become acceptable.
8. **Independence**—belief in self and the courage to withstand the pressures of a group, whether social, political, business.
9. **Freedom from fear**—the confidence to break away from traditional viewpoints.

little creative imagination can defy statistics successfully.

Drug manufacturers rocket ahead with products, working from statistics which indicate a growing old-age group in our country (as well as a rising dog population). Hotel owners latch on to the jet age in locating new units. Chemical manufacturers are already conditioning us to throw-away clothing and systemic insecticides.

Creativity, after all, involves defying statistics—saying that what is fine today need not be best tomorrow. Every executive will accept this principle, but comparatively few today

apply it. They manufacture 69% of their widgets in green because sales figures show that 69% of their sales were of green widgets. Somebody comes and turns out pale pink luminescent widgets—and doubles the sale of his widgets while the green ones remain on the shelf. Of course, everyone starts bringing out pink ones, too. But it is too late. They're following a trend instead of effectively creating a new one.

You have to be "me first," not "me too." Try a little exercise we use: Initiate a new fad. Note the underlying challenge and how you are forced into innovation.

This Is What Management Must Do to Encourage Creativity and Cash in on It:

- 1. Develop a climate of creativity.**
- 2. Wholeheartedly sponsor a continuing program.**
- 3. Actively encourage daring and imaginative ideas.**
- 4. Try to discover, encourage and evaluate creative people.**
- 5. Span the gap between policy and practice.**
- 6. Insist on measuring results.**

I am going to give you three ways to be creative (and there are many more). These are proved methods to start you toward the goal of being a new idea man. We know they're practical because we've tested them objectively.

Before I divulge the creativity starters, let me give you some evidence of how they work:

Smith Kline & French Laboratories in Philadelphia literally lives or dies by ideas. As an ethical pharmaceutical manufacturer, it must come up with new drugs, new processes and new approaches almost hourly. Right now, 80% of its sales are in products

that didn't exist five years ago. In its laboratory are drugs that may account for perhaps 75% of its sales in just two to three years.

Because this company must cultivate creativity — must encourage new ideas from every source — it instituted courses in creative thinking under my direction. Before the trial course, for top executives only in the manufacturing division of the company, each man was tested for his ability to think up ideas. After the course, a second test was given. Result:

1. Most creative man (as indicated by his score on the initial test) proved

to be 86% more creative after learning the techniques that foster creativity.

2. Least creative men jumped as much as 240% in rate of ideas produced after taking the course.

3. Ideas stimulated by the six courses in creativity (for less than 100 men) netted the company a \$250,000 saving in less than a year.

Careful records were kept of all ideas. Yes, we used statistical data, but as the basis for planning. We wanted to see what we could do to change those statistics before normal events did.

I Call This the "What If . . ." Technique

Now some methods to make you creative:

Take a pencil and right this minute jot down some wild possibilities that conceivably might happen five years from now in your business. Your list might be something like this (only much longer):

1. We'll merge with our biggest competitor.

2. We'll quadruple our exports.

3. The board of directors will give me four million dollars to develop and market a product that, if in existence today, would put the company out of business.

After you have compiled a long list, take each item individually and work on it for a week in odd moments — while taking a shower, while waiting on the green for the foursome of ladies to move, while commuting. Try to think of all the things that might happen if your wild idea became a reality, and try to devise methods to solve the problems. Avoid routine solutions and be impossibly daring.

This technique I call the "What if . . ." factor. It is common with creative geniuses. "What if I don't have any air in the tube," says the inventor and finds he creates something new. "What if we eliminate warehouses altogether and used the savings on air freight to make 24-hour delivery without field warehousing problems."

By posing a "What if . . ." problem that doesn't exist, you are stimulated to think of new ideas. Sometime in the future when the problem or something similar comes up, your mind has already worked it over and is

(continued on page 102)

That Place in the Sun Is Going "Legit"...

Las Vegas, beloved of the Guys and their Dolls, last outpost of the slot machine, fabled for multi-million dollar hotels built around crap tables, is making an all-out bid for respectability. It's about to open a superb convention hall, is now courting the nation's crustiest corporations.

By HARRY WOODWARD

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HOTEL
APACHE



YOU COULD COME to Las Vegas and not gamble. But it would be rather like going to Minsky's burlesque to hear the music."

The gentleman speaking is Abe Schiller, "Mr. Las Vegas," a virtuoso who—as executive vp of the flamboyant Flamingo Hotel—is currently pulling all stops to entice some of America's top corporations into locating their conventions at his maison.

We were sitting in the hotel's colorful dining room where Abe was enjoying a four p.m. breakfast. As he talked he looked, with obvious satisfaction, out of the enormous window at the palm-shaded terrace where 300 sunburnt RCA Whirlpool dealers and their wives were sipping cocktails. As background to the resonant Schiller voice there was the music Abe likes best: the steady clack of slot machine levers being pulled in the big, dim casino just off the dining room.

But Abe, who travels the land beating the Flamingo drum, speaks of Las Vegas's gambling only under extreme duress: He'd rather talk about the town's new status: a Convention Mecca, positively respectable. Soon, he tells you, a convention hall (like everything in this Desert El Dorado, slightly larger than life-size) will be ready. It opens in April and a few statistics are in order. It will:

- cost \$4,500,000
- seat 4,335 in the main auditorium, 9,000 altogether
- boast a catering kitchen, cocktail lounge, press rooms, photographic dark rooms, offices for exhibitors.

The vast project is the fruit of careful seeding by the aggressive Las Vegas Chamber of Commerce and the "seed" came from the dozen or so huge, just-short-of-gaudy hotels that line the Strip, a five-mile piece of desert that has been coaxed into opulent bloom with millions of tons of top soil, uncounted palm trees, and flora generally found only in Hollywood's more lavish productions. All this in an area that as late as eight years ago was the native habitat of mesquite and rattlesnakes.

(To keep alive this unreal botanical garden each hotel employs dozens of gardeners—mostly Japanese and Mexicans—who nightly flood every green patch with four inches of water.

By day, they clip and feed, rake and hoe, aerate and spray. A blade of dead grass is sufficient to cause one of those Crises in American Industry that Gluyas Williams used to love to draw. Where does the water come from? From Boulder Dam, only 25 miles away. With Las Vegas's dry hot climate—only three inches of rain falls annually—you might suppose the town would soon drain the dam. But there's enough left over to supply the entire metropolitan area of Los Angeles.)

► Whirlpool, which brought out in three installments 900 of its dealers and distributors and kept them there for a week, is one of the many corporations that fell victim to the blandishments of Abe Schiller. Among others: Westinghouse Electric Corp., The National Potato Chip Institute, Lincoln Division of Ford Motor Co. (and Lincolns, mostly white Lincolns, are as common in Las Vegas as Fords any place else), American Mining Congress, Hot Point Co., National Association of Real Estate Brokers.

But aren't these large companies afraid that their dealers will gamble away their all at Las Vegas?

"Not after we give them the pitch," says Schiller. "Most dealers come here with a definite sum earmarked for gambling. It's seldom that one of them gets in trouble. Too many people are watching."

Actually, adds Schiller, it costs more conventioners less to come to Las Vegas with their wives than it would to visit, say, New York. Fewer dress shops and department stores for the wives to visit.

Still, rumors of credit hobbles flew at the RCA Whirlpool junket. The most persistent was that the company had clamped down on check cashing facilities. It was generally assumed that no one could cash checks for more than \$300. On the final day of the convention one intrepid soul confounded the rumor mongers by walking brazenly to the desk and getting a personal check for \$500 cashed. It was too late for his brothers to do the same.

Schiller has had success in selling the Flamingo to corporations because he makes very telling sales points. Las Vegas is, believe it or not, a relatively inexpensive place to bring large groups. Food, liquor and rooms are all cheap here. You can stay in any

of the better places for \$12 a day. Even the magnificent shows that each big hostelry has on view in its night clubs are cheap. For the price of a good dinner alone in the East you can see—or could when we were there—the entire cast, with original sets and principals, of Li'l Abner. Or listen for two hours to the Andrews Sisters. Or to Judy Garland. Or watch Lili St. Cyr take 'em off artistically. The best-known names in the entertainment world light the marquees of the hotels. They're paid fantastic sums to entertain the visitors. (Rumor: Judy Garland got \$20,000 a week.) If the hotels depended on the dinner and drink trade to pay these top-drawer entertainers, they'd all be in receivership. As you might have guessed, the object is to ensnare the visiting firemen with the gaming tables they must pass enroute to the night clubs.

► Schiller himself begins the drama long before the convention takes place. He arrives first—generally at the office of the prospect's director of public relations. He's a sight to behold: Abe Schiller never takes off Western attire. Some people swear he sleeps in Western pajamas. But even Gene Autry never saw attire like Abe's. His clothes are custom designed and made for him. Pale blue, fawn gray, bottle green materials are run up into the most resplendent toggery since the Ziegfeld Follies. His shirt tabs are pure silver, embossed with designs the Incas never knew. On his silver hair he sports the widest of Stetsons. Even his evening clothes are Western. It's all part of the show and Abe plays to the galleries.

Recently, he was in San Francisco when the Chinese New Year occurred. The Mayor asked him to lead the parade. Abe sent back to Las Vegas for his silver saddle that once was William S. Hart's prize possession, rented a big Palomino and stopped the show.

"How about that for Democracy?" he asks you. "A Jewish boy in Western garb leading a Chinese parade with a Greek Mayor."

Before Abe gets to the prospect's office he's sent a letter announcing his imminent arrival. And before that he's peppered the prospect with letters, tracts, advertising material, designed to soften things up.

He speaks to any group on Las



AROUND SHE GOES and on the turn of a wheel, the toss of dice, the pull of a slot machine lever, rest Las Vegas's fortunes. Fortunes are won—and lost—in a night. But the odds are invariably with the house. It takes money to build a showcase.

Vegas—provided it represents enough people—and he's a delightful speaker. It's salesmanship with a Hollywood touch. Hardened city types fall for it every time.

Even after Abe has landed the convention he keeps on selling. The company that puts its boys in Abe's hands never has an entertainment worry. Abe's offices will arrange—as in the case of Whirlpool—trips in air conditioned buses to Lake Mead for rainbow trout fishing, to Boulder Dam for a tour of inspection, to rival hotels for those incredible shows. He will get you (for a \$10 greens fee) a game of golf at the Desert Inn's excellent course. He'll take you skiing at nearby Mount Charleston. He will not line you up with one of the beauties in his or any other floor show.

The rooms at his Flamingo, like the ones at its neighbor, the Sands, are mostly Hollywood modern. Done up in cerise, magenta, puce, the run of exotic colors, they are furnished with such a lavish hand that one Whirlpool bachelor said he undressed

in the closet out of embarrassment. But they're luxurious, if overpowering. And they're designed for the tired gambler who needs to turn night into day. Windows are draped in blackout curtains which defy the most persistent ray of desert sun. Floors are covered wall to wall with carpet thick enough to get mired in. Walls are soundproofed. Everything, of course, is air conditioned.

This night-into-day business produces some strange goings-on. At the kidney-shaped Olympic-size swimming pool one couple is eating a five p.m. breakfast, another is having lunch and a third is enjoying the cocktail hour. No one thinks this is the least bit odd.

But everyone thinks it is real gone when Easterners, unaccustomed to the four hour's time differential, turn up at the dining room, bleary-eyed and demanding breakfast at eight a.m. There are always a handful of these distraught cases waiting for the doors to open.

One morning, over an early breakfast we used the absence of diners to

interview our waitress. What, we asked her, brought her to Las Vegas.

"I came here in 1948," she said. "I work every day for a living. I don't go to bars, I don't gamble and I own my house. I live just like anybody, anywhere."

Was she the exception? we asked. She cast a backward look and lowered her voice.

"That blonde over there," she said, indicating a stunner whose pink uniform failed to hide the built-in curves.

"She dropped \$4,000 last night at the crap table. She drives a Cadillac El Dorado."

Then why, we naively wanted to know, did she work as a waitress.

"Ever hear of the Internal Revenue Department?" replied our waitress.

The answer to that cryptogram: Many "waitresses" in Las Vegas carry trays as a front for the income tax people.

► The Greater Las Vegas area contains some 100,000 persons—53,000 of whom live in the city itself. Most of them are dependent on the activities that have made "Vegas" as they call it out there, the Mecca for gamblers, sight-seers and retired people who like a warm climate. There are 15 resort hotels, most of them the ultimate in luxury. There are 38 commercial hotels. There are 286 motels, ranging from something that looks like a revamped Chick Sale to splendid establishments with big pools and all the luxury of the better resort hotels. There are 99 restaurants and cafes, 14 hotel dining rooms. Six radio stations, three TV stations and two daily newspapers keep the area amused and informed. In the five-year period between 1950 and 1955 Las Vegas's population showed a gain of 142%. (The national average was 17.5%.) It all adds up to jobs.

But the Las Vegas News Bureau can't close its eyes to the gambling. It prefers to be candid about the situation. The Bureau's figures show 4,567 slot machines, 141 blackjack tables, 110 crap tables, 17 keno games, 48 roulette wheels, seven wheels of fortune, 13 panquinque games, 21 poker tables, four race horse track books, three chuckaluck games and three bingo parlors.

Gambling revenue (gross) in Clark County—of which Vegas is the county seat—during 1957 totalled \$79,371,696 for 57.7% of the state total of \$138,896,416. (Don't forget Reno.) The whole state is wide open. Every gas station at a lonely crossroads provides a one-armed bandit or two.

The state doesn't get as much in taxes out of all this rampant gambling as you might suppose. Last year the

take from Las Vegas was a little over \$3 million. In New York that would be peanuts.

The gambling costs Nevada some dough to supervise. The State Tax Commission's Gaming Control Board, which keeps a gimlet eye on operations, investigates the background of each person who owns, operates or is employed by an establishment where there is gambling. He must live up to standards set by the Commission. (But everyone assumes that big-time gangsters have healthy chunks of the many hotels and that dummy corporations make it legit.)

Until 1948 or thereabouts Las Vegas was a somnolent desert town that had its beginnings as a trading post and caravan stop on the westward trek. It must at that time have looked like a set from a "Maverick" production. For the countryside is not prepossessing. No giant cacti point heavenward, no picturesque "painted desert" enlivens the scene. The mountains which flank Las Vegas are hard, ugly facts—as brown and bare as a Ubangi bottom. A few tired, scrubby plants dot the gravel-like earth.

► But Nevada's wide open gambling changed all that. Gambling and the nearness of Los Angeles, only 290 miles away. In the late 1940's, one of the earliest of the great hotels, El Rancho Vegas, went up and the slot machines and gaming tables were installed. From then on Los Angeles witnessed a curious exodus of money men, who, having heeded Horace Greeley's advice now turned their faces back East. Other hotels and motels rose from the desert floor, each more flamboyant than its predecessor. High-priced landscape and structural architects who had seen their most lucrative accounts fade away with Hollywood's grave illness hied themselves to the desert. (The Flamingo's casino wing, for instance, is a product of the firm of Luckman and Perrara. Charley Luckman once was Lever Brothers' fair-haired boy until the bottom dropped out of that segment of his career and he returned to his original trade, architecture.)

Even today, the Strip has a somewhat honky-tonk air, at once raffish and Western-smart. Step 20 feet off the Flamingo's manicured lawns and you're back on untouched desert hard pan. In this case it is one of the wide, eroded "washes," down which drain the few inches of annual rainfall that sometimes occur within two hours. Las Vegas has one hard and fast rule: If you own property on a wash, you are not allowed to interfere with it. There's a good reason: to fill up a wash would in-

evitably lead to devastating floods.

So the Flamingo management, owning hundreds of yards of big ditch—land that otherwise would command a footage price in the thousands—looked at this necessary eyesore and railed against fate. A Los Angeles architectural firm came up with the solution, which just proves that money—lots and lots of money—can solve the insoluble. Soon the Flamingo will break ground for the fanciest new motel in the West and maybe in the world. It will be cantilevered over the wash. And the wash will be dredged out, lined with cement and made into a huge, landscaped lake.

Resplendent as these hotels are, each presents a striking anomaly. Not one of them has a lobby. What would be the lobby inevitably is given over to a casino. Over in a corner is a front desk, with perhaps a couple of love seats for the weary arrival. But the first vista of the interior of any Strip hotel—no matter what time of day or night one arrives—is of rows and rows of slot machines and gaming tables, all going full blast. For two days and two nights we watched, at odd times, a woman playing blackjack at a Flamingo table. By her side was a whiskey sour; in front of her, stacks of silver dollars. Her fortunes fluctuated by the hour and the day. We went to bed one evening when she was \$2,000 ahead. We went to lunch the next day and she was \$4,200 in the hole.

Who gambles? Big-timers who win and lose a fortune overnight, tourists who come in with a couple of hun-

dred in a gambling kitty. Lots of school teachers! "They come in pairs," says Bert Parry, who handles the Flamingo's public relations. "Often sweet looking old parties who have saved their money for a once-a-year binge. They don't lose much, generally, because they don't have much to lose. Sometimes they go home having won a yard or so."

Perhaps the easiest way to tell you about Las Vegas's phenomenal growth is a quick summary of air passenger traffic over a 10-year period. In 1948, some 35,000 air passengers from 13 daily flights, arrived or departed from the airport. By 1953, the figure was almost 215,000 passengers and 45 daily flights. In 1957, it was 585,000 passengers and 88 daily flights.

Despite this, United Air Lines hasn't a single de luxe or even regular-fare flight into or out of Las Vegas from the East. The line flies in only DC-6's and, despite a long trip from Chicago, serves only coffee, tea or milk.

It's a safe bet that almost everyone who comes to town gambles some. This is borne out by the airport—McCarran Field, named for the late Nevada Senator—itsself. Since the bulk of Las Vegas visitors arrive and leave by plane, the first and last things they see are other visitors whiling away the waiting time by playing the one-armed bandits. The main lobby is crammed with machines.

Below a large bronze likeness of Senator McCarran, embellished with flowery words of tribute, is a slot machine. A five-cent one at that. ♦



JUNKETEERS are constantly arriving and departing at Las Vegas' McCarran Airport. And when there are enough of them—especially if they're guests of one of America's top-drawer corporations as were these Whirlpoolers, they're given a Western Welcome with ersatz cowboys who might even have once seen a horse.

Sales Booming—Why Change Packages?

Gerber, with 45% of industry volume, might well have sat tight. But new products were being added, and rivals were active. So every item in the Gerber line got a new dress.

BOUNCINGEST of the baby food makers, Gerber Products Co. reported sales of \$100 million for the fiscal year ending March 1956.

By reaping the benefits of selling only one market ("Babies are our business—our only business"), Gerber was outselling giant many-product marketers like Beech-Nut, Heinz and Libby.

Its 45% share of market topped the industry.

Both sales and share of market were growing like an infant in teething: Gerber's \$42 million sales in 1950 accounted for about a third of industry volume.

The 1956 annual report also had Gerber earnings, common dividends, assets and net worth at record highs.

That year saw the start of a complete package revamping program,

only recently completed, that affected every product. Why?

Marketing Vice President Joseph H. Bagley, who joined Gerber as one of its first salesmen in 1931, told Sales Management:

"Our product line was growing. . . We felt it was becoming necessary to help mothers select the variety they wanted by making our packaging clear and readable."

Baby food departments were gaining in shelf space, he added. Gerber also wanted to stand out from the competition.

The many strained, chopped, cereal and juice products for babies account for some \$275 million retail sales. About 2.7 billion units of strained and chopped foods make the category second only to soft drinks in unit sales per year in supermarkets.

Gerber now sells 94 products. Last year 52% of sales came from products introduced since 1946.

These were the changes:

- Juice cans went from paper labels to lithographed cans, which permit better color reproduction and prevent scuffing in transit and on shelves.

- Cereal packages took on a new slim shape. The Gerber baby trademark was made larger.

- Strained and junior products were color-keyed by groups. Jars and cans changed from a four-panel to three-panel label. Fine print copy was put on the back. In the junior foods, only the head of the Gerber baby was shown; shoulders were removed to make the baby appear older.

(This was the only change in the trademark since its adoption. Gerber feels motherly about the trademark; it calls the change a "revision." The baby was submitted as an unfinished charcoal sketch by Artist Dorothy Hope Smith and Gerber wouldn't let her touch a hair.)

- On all products, "Gerber's" was changed to "Gerber," making the label more readable and broadcast advertising smoother. A uniform logo was adopted.

The physical changeover took place from January 1956 to December 1957. Planning, however, began in 1953.

That year Gerber formed a five-man packaging committee, a permanent group that holds regular meetings. Its responsibilities: package construction, labels, case construction, and design for all three.

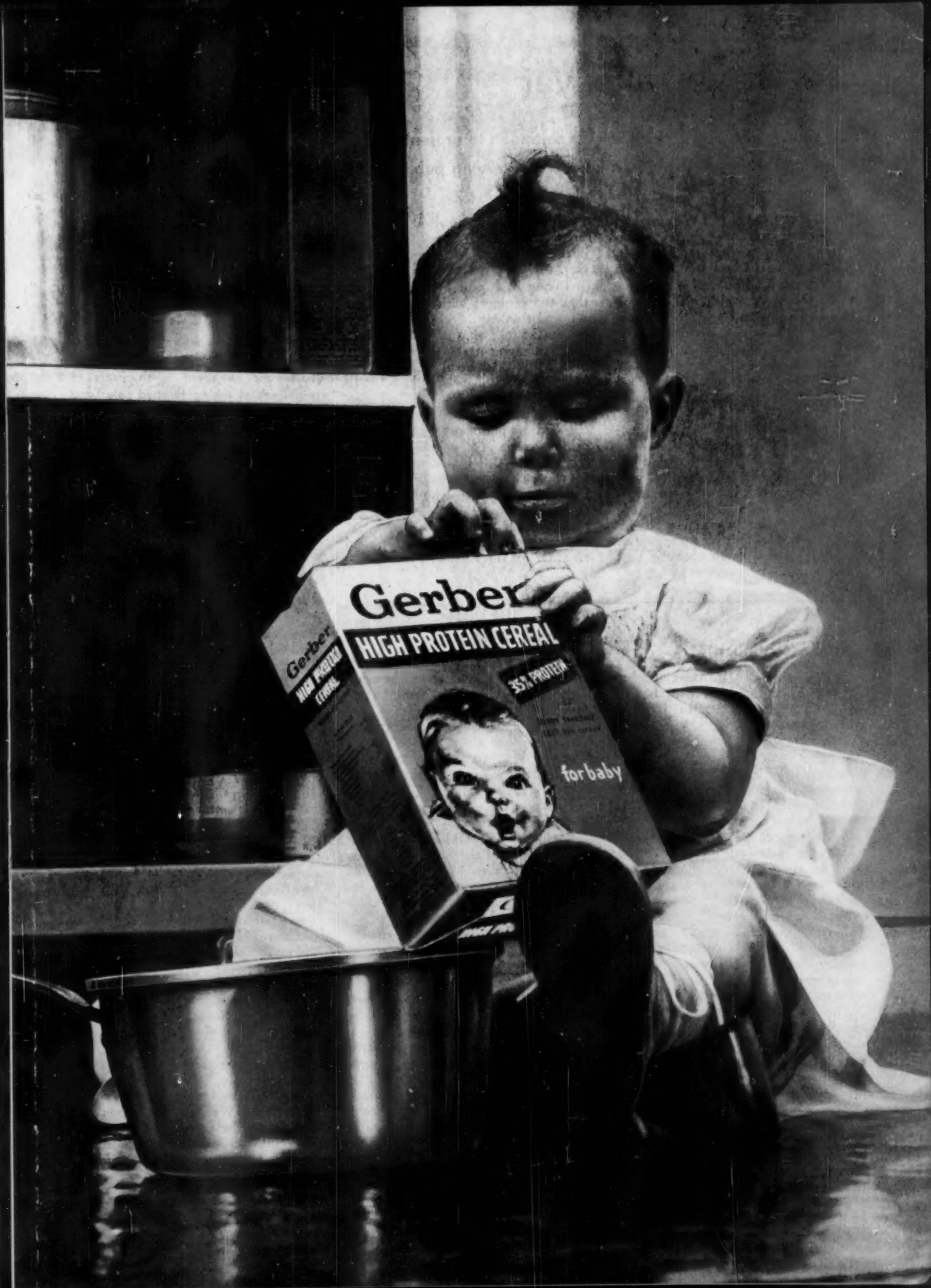
Packaging committee meetings have a regular meeting format. Minutes are circulated to key executives in all divisions.

The five members of the committee are representatives from sales, advertising, purchasing, production and research.

Representing the sales department



TODAY'S CEREAL PACKAGES are slimmer and the Gerber baby trademark is larger. All products have a uniform logo. "Gerber's" was changed to "Gerber." The label is lithographed on juice cans, replacing paper labels. Strained and junior foods, in both cans and jars, are color-keyed by groups for easier selection.



Clif Thaw, Taxpayer

... a man who dropped his role as salesman to present himself to a buyer as a private citizen bent on conserving public funds.

C. B. THAW, American Welding and Manufacturing Company's representative in the Philadelphia area told it. (He swears it is true.) It was such a common sense approach his audience at the recent Amweld sales meeting said they wondered why they didn't think of it. The best part of the incident was that it resulted in a better friend—and a sale.

"Clif" Thaw said that it happened a short time ago when he was attempting to break the ice with a plant which had several million in Government contracts. He hadn't been very successful. This company had a requirement for the type of rings produced at Amweld, but Amweld's quotation arrived after the early closing date set by the potential customer and the business went to a competitor.

Clif learned through channels that

the order was placed at a higher price, thus costing the company, its customer—the Government—and the taxpayer, approximately \$10,000.

Taking the philosophical outlook that the business with this firm was nil, and thinking of himself as a taxpayer, the following day he called on the purchasing agent there and sent in a card which read "C. B. Thaw, Manufacturers Representative." The P.A. asked him to come in and commented on the card, inquiring whether Clif had run out of American Welding calling cards. Clif replied with a straight face that he was not there in his capacity as an Amweld rep but as Clif Thaw, taxpayer. The P.A. smiled and asked what this meant. Clif explained that he had learned, as a taxpayer, that this company had placed an order for rings which were costing

The Ingenious Salesman

C. B. Thaw is Philadelphia-frugal: He doesn't like to see good things wasted. And he doesn't like to see good sales lost. He's been in sales work since 1936, has spent 16 years in industrial sales, 13 as an agent for The C. B. Thaw Co. Like so many Philadelphians — and he was born there—he's also civic minded. (Civic mindedness never hurt any salesman!) For 10 years he was director of the Philadelphia Recreation Association. He was the Association's President for five years. To get background for saleswork he spent seven years of night school taking selected sales and sales engineering courses. He and his wife and their daughter, Penny, live in Gladwyne, Pa.

him a proportionate share of \$10,000, and he (Clif) was there to lodge an official complaint.

Clif explained that his share of the wasted money was approximately 1/64,000,000. When the P.A. asked if he was kidding, Clif said he was very serious and he hoped that in the future he would be contacted at least in an endeavor to expedite Amweld's quotations so that he could assure himself that taxpayers' money was not being wasted. Clif thanked the P.A. and left the office, but returned the next day when he sent in his American Welding card. No reference was made to Clif Thaw, taxpayer, during the usual sales call that followed.

Several months later, however, Clif's phone rang and his secretary told him that a gentleman was asking for Clif Thaw, taxpayer. When Clif picked up the phone, he found his friend, the P.A., on the line, with the news that his company was placing another order for 500 rings. The rings, said the P.A., were the same as those "hurriedly ordered earlier this year before receiving Amweld's quote. So that I don't have the same experience with Clif Thaw, taxpayer, if you can give me the price you quoted the last time, I will give you the order for these rings."

As Clif pointed out when he concluded his story, "This is the only time in my experience as a representative of American Welding that I ever received an order from a comparatively new customer without competition." It helps to prove the theorem that a sale is what happens when preparedness meets opportunity. ♦

Gerber (continued)

is Sidney C. Brooks, manager of sales services. Frank Sondeen, assistant advertising manager, sits in for his department.

Other members: Harold Rottman, packaging materials buyer, for purchasing; Ray Frodev, research coordinator, for research; and Robert Oren, project engineer, for production.

Sales Services Manager Brooks was committee chairman until increased work for the big change made necessary the appointment of a full-time packaging coordinator.

He is Ralph K. Merrill, formerly in purchasing, research, quality control and buyer of labels and containers. Before becoming chairman, Merrill represented the purchasing department on the committee.

The committee passes all recommendations to Marketing Vice-President Bagley, who makes final approval or rejects recommendations. In his absence, Art Frens, assistant to the president, serves as alternate.

The committee used two designers as consultants. Color Research Institute came in for color selection.

When Gerber finished redesigning the packages, East Hartford, Conn. and Grand Rapids, Mich. were chosen

as test sites. A consumer test by mail, which showed mothers both the old and new labels, indicated they preferred the new—but sales in the 20 test stores were similar to the control stores and in some cases shoppers asked managers where the Gerber foods were.

The company decided to make the changeover gradual.

Production requirements, though, already dictated the need for a slow change. Gerber packs in three plants and distributes from 26 warehouses. Products like fruits and vegetables must be packed in season.

Meat products made the change first. Then came juices and strained foods. Junior foods in glass followed. Finally, junior foods in tin.

Gerber says the new packages are easier to identify in the growing supermarket baby food displays.

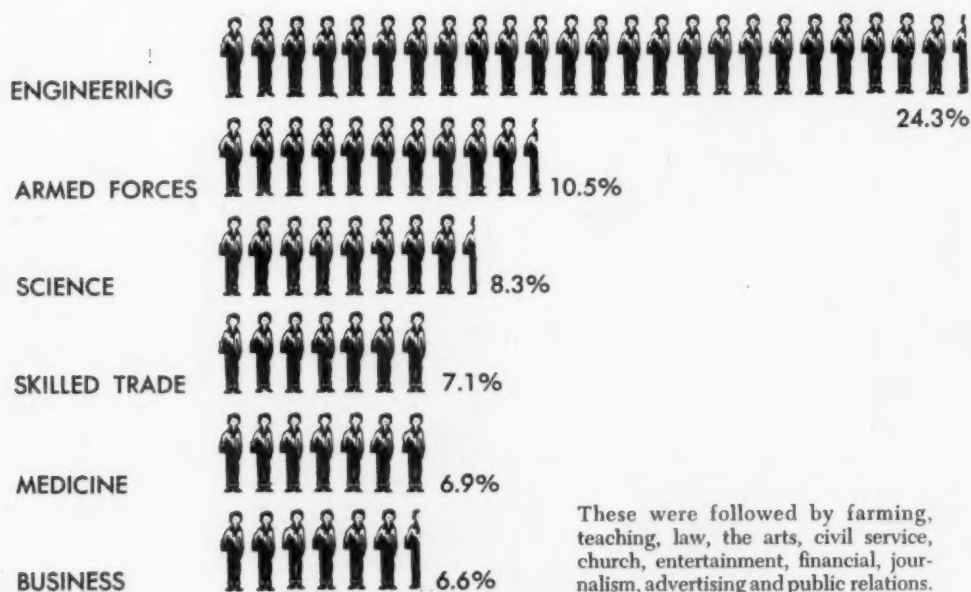
But it knows it has to keep active to keep abreast of packaging changes in the market. Swift brought out a new "lowboy" jar with wide mouth for easy feeding, wide base for easy stacking. (Gerber introduced a similar jar for its High Meat Dinners.) Libby is color-keying its products. And Heinz introduced a screw-cap enclosure for jars. ♦

Is This Selling's Greatest Challenge?

Do we in sales still fail to sell ourselves to the on-coming generation? The Institute of Student Opinion, sponsored by Scholastics Magazines (New York) recently polled 11,416 students from grade 7 through 12, ranging in age from 11 to 19, in 284 junior and senior high schools in 48 states. Students were asked this as one of 10 questions:

"Which of the following fields would you like to make your final career?"

HERE'S HOW MALE STUDENTS ANSWERED . . .



These were followed by farming, teaching, law, the arts, civil service, church, entertainment, financial, journalism, advertising and public relations.

DOWN AT THE BOTTOM . . .

Sales . . . **named by only nine-tenths of one percent!**

There is some hope . . .

Asked how certain they were now as to what their final career would be, the students answered:





Fragrance is important in selling!

The bouquet of a fine brandy...

The aroma of a good cigar...

The smell of expensive leather...

Many products such as these, naturally possess the pleasant appeal of fragrance. Hundreds of others... many that you'd never suspect... have *acquired* an impelling sales appeal through the skill and science of the aromatic chemical industry... Hand lotion, toilet soap, cologne—even kitchen detergents and floor wax are gaining consumer preference as a result of research and planning in fragrance.

*Let us show you how the subtle appeal of fragrance
can help sell your product.*

van Ameringen-Haebler, Inc.

521 West 57th St., New York 19, N. Y. • Chicago • Toronto • Paris

Leading creators and manufacturers in the world of fragrance



HAVOC at Colgate . . . June Havoc, that is. The lovely actress awarded the prizes to Colgate employees for best-dressed dolls. The dolls went to happy little girls.

The 10,000 Dolls At Colgate-Palmolive

FOR THE TWENTIETH consecutive year Colgate-Palmolive Co. is playing Santa Claus. Or, to be more specific, Colgate's home office employees are doubling in brass for the old boy.

Years ago someone at Colgate came all over with the Christmas spirit and began what has become a charitable tradition for the company. The idea was to farm out naked dolls to C-P employees, offer them the opportunity of winning a small prize for clothing the inexpensive playthings, and then pass the finished dolls on to little girls who otherwise wouldn't find one on Christmas morn. Last year (the contest has grown to huge proportions) the company distributed 10,000 baby dolls to orphanages, hospitals and institutions for the blind.

Here's how it works: Around the middle of the year Colgate distributes identical, unclothed dolls to committees of employees. Each employee who wants to take a doll home and become its couturiere takes a number and a doll from the committee. Thus, no one need know who dressed the completed doll and judges aren't swayed by sentiment or favoritism.

To give variety to the completed exhibit, Colgate offers prizes to dolls in five categories: best-dressed doll clothed as a baby; best workmanship (hand sewing); best workmanship (crocheting or knitting); best standing doll and most original doll.

There's nothing to stop any non-sewing employee from going into a store and simply buying an outfit for

her doll. But her chances of winning a prize if she does this are slight. And to get the families of employees in on the venture, prizes are also offered for the three most beautiful dolls dressed by relatives of employees. This means that Grandpa can get in the act—one did last year!

Each year, over the past several, a doll from the 15 top winners (there are three winners in each classification) has been chosen by the judges to be permanently enshrined in Colgate's Doll Museum.

So, during Indian Summer time, hundreds of Colgate ladies spend the long evenings designing and sewing dresses that will, they hope, make their "baby" a prize winner.

And from Dec. 2 through Dec. 8 the entire collection is displayed on the eighth floor reception room. On the afternoons of the 3rd and 4th, from one until five p.m., the room is cleared of visitors so that the judges may do their work. Celebrities, some invited, some who get wind of the event and just invite themselves, come at that time, too. When Miss June Havoc, the actress, arrived last year she almost stole the show from the other dolls. So the judges asked her to come back and present the prizes to the winners!

As soon as possible after the judging, the names of prize winners and those who copped honorable mentions, appear on bulletin boards throughout the office. And on Dec. 8, the display is dismantled and the gifts are carefully packed for eventual delivery.

Colgate likes to keep the whole operation within its home. No professional packs these special dolls. The girls themselves, the same ones who made the clothes, do the job with tender, loving care. And the male employees are allowed to have a hand in the packaging.

The next morning representatives from hospitals and orphanages arrive and carry away the dolls for storage until Christmas Eve, when they are uncared and left in wait for Santa.

The whole idea has been so successful that the men who work in Colgate's home offices refused to be left out. They annually raise a pool to buy toys for little boys who wouldn't otherwise be visited by Father Christmas.

And each year, says a company spokesman, that fund—which started in a very small way—has grown and grown until now it is responsible for hundreds of happy little-boy yells on Christmas morning. ♦



WILLIAM DOUGLASS, Branch Manager,
Seattle Sales Branch, **H. J. HEINZ CO.**

*"Tacoma is an important
market and must have
localized coverage"*

"The Tacoma trading area is not a part of the adjoining Seattle market," says Mr. Douglass. "The Tacoma market is separate, distinct and important, not affected by Seattle promotions.

"It is worth our time and energy to carry on merchandising efforts in the Tacoma market, and to get our share of business in this rich area, we consistently advertise in the Tacoma News Tribune."

TACOMA NEWS TRIBUNE

TACOMA, WASHINGTON

Circulation more than 83,000

Represented by **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco

EXECUTIVE SHIFTS IN THE SALES WORLD

American Cyanamid Co. . . .

M. H. Mettee appointed sales manager, dyes department.

Briggs Manufacturing Co. . . .

F. James Robinson appointed sales manager, commercial and industrial products.

Chrysler Corp. . . .

N. W. Seidel named director of fleet sales; L. W. Piot appointed manager, MoPar dealer sales.

Container Corporation of America . . .

J. Donald Scott appointed general manager, special products group, folding carton division. E. F. Bickley, Jr., assumes newly created post of general sales manager, folding cartons, New York office.

The Dumore Co. . . .

Tom Carroll appointed vice-president, sales; Harry Wardrip promoted to sales manager.

Federal Pacific Electric Co. . . .

Robert L. Bobo elected vice president, marketing; Harry E. Knudson, Jr., appointed general sales manager.

Foster Grant Co., Inc. . . .

J. Joseph Kelly named director of marketing for polymer products and petrochemicals.

Handy & Harman . . .

E. Earle Tietz appointed manager of marketing services, a new post. Robert E. Burke named to new position of field sales manager.

Iron Fireman Manufacturing Co. . . .

Warren J. Blanke named to newly created position of national marketing manager.

Knemark Co., Inc. . . .

Irving J. Bottner promoted to president, this subsidiary of Revlon, Inc.

Magic Chef . . .

Ernest B. Hamner named sales director, this division of Dixie Products, Inc.

Philip Morris, Inc. . . .

James E. Turner named vice president, sales, Overseas Division.

SoundScriber Corp. . . .

Stanley C. Hope elected president.

Walker Mfg. Co. of Wisconsin . . .

Robert K. Ruland appointed vice president and manager, original equipment sales.



**“Glad your wife feels that way about LIFE, J.B.,
because the figures seem to back her up.”**

CIRCULATION (copies per issue—ABC June, 1958)

LIFE	6,041,778
POST	5,709,725
LOOK	5,623,413

AUDIENCE (readers per average issue—age 10 or over)

LIFE	32,100,000
LOOK	27,900,000
POST	21,950,000

HOUSEHOLDS (households reached by an average issue)

LIFE	15,320,000
LOOK	11,690,000
POST	9,530,000

CUMULATIVE (households reached by at least 1 of 13 issues)

LIFE	34,440,000
LOOK	31,350,000
POST	25,400,000

“HARD CORE” (households reached by 7 or more of 13 issues)

LIFE	13,020,000
LOOK	9,050,000
POST	7,230,000

ADVERTISING REVENUE (Jan.-Oct., '58)

LIFE	\$98,452,811
POST	\$70,718,528
LOOK	\$34,263,282

Only **LIFE gives you so much... so swiftly, so surely**

This is the Planning Form:

ALLEGHENY LUDLUM FORM NO. 3803							
REQUIRED SALES CALLS AND CONTACT HOURS							
FOR EFFECTIVE SOLICITATION OF SALESMAN'S ASSIGNED ACCOUNTS—YEAR 195_____							
SALESMAN	DISTRICT	DATE PREPARED					
NAME OF COMPANY OR DIVISION GROUP BY LARGE, MEDIUM, SMALL, AND PROSPECTIVE USERS. AND SHOW SUB-TOTALS FOR EACH GROUP	ESTIMATED TOTAL ANNUAL USAGE — 1,000'S OF DOLLARS	ESTIMATED AL ANNUAL SALES — 1,000'S OF DOLLARS	EST. AL % OF TOTAL USAGE	SALESMAN'S ESTIMATE	APPROVED CALL PATTERN		
				NO. OF CALLS	CONTACT HOURS	NO. OF CALLS	CONTACT HOURS

Figure 1: After a salesman evaluates each of his accounts, this information is summarized on this form. The salesman then builds up his time and

call plans based on estimated metal requirements of each account and total sales volume he hopes to obtain. Object: To match effort to potential.

15,800 More Sales Calls Per Year

This sales control plan is producing a variety of dividends for Allegheny Ludlum. Among them:

- It has broken wasteful travel habits.
- It serves as a basic management tool for the district manager.
- It reveals needs for more manpower and for territory realignment.
- It shows up faults in sales cost accounting.
- It spotlights superior performance among both managers and salesmen.

By WILLIAM B. PIERCE
Vice President in Charge of Sales
Allegheny Ludlum Steel Corp.

A NEW SYSTEM for reporting and controlling salesmen's time, introduced three years ago, is producing a variety of dividends for Allegheny Ludlum Steel Corp.

The objective of our system is to make optimum use of ALL the time of all our salesmen. We view it as a positive sales aid for individual salesmen. But, perhaps even more importantly, we regard it a District Managers Plan—a plan calculated to produce strong sales managers, rather than individual star salesmen, at the district manager level.

Of course the ultimate objective of

the plan is to produce the strongest sales organization possible in order to develop the growing sales volume that Allegheny Ludlum seeks and expects in its markets.

Allegheny Ludlum is a producer of all forms of steel mill products. We specialize in high alloy steels and some of the exotic new materials. We are the leading producer of stainless steels, magnetic steels, and high temperature alloys. We are among the leaders in tool steels, carbides, and others.

We sell this wide line of metals to about 10,000 customers, whose usage

ranges from carload quantities to across-the-counter warehouse sales of individual tool bits. Among key markets are the automotive, electrical, aircraft, machinery, chemical, and food processing equipment industries.

Since the Allegheny and Ludlum steel companies merged in 1938, our No. 1 problem and opportunity has been growth. Our markets have expanded rapidly; for example, stainless steel demand continues to double in each decade of its history. In 1938 our sales volume was only about \$30 million, while in the first half of 1957 we broke through the \$300 million

This is the Routine Call Report:

[illegible]

Figure 2: This report is filed weekly. Each company shown is one call no matter how many individuals are seen. The salesman records his time quarter-

hour units. If he spent an hour with a stainless sheet and strip buyer, stressing on sheets, he might show 3 units in the sheet column and 1 under strip.

This is the Quarterly Summary Report:

SALES DISTRICT		DISTRICT CODE	SALESMAN	SALESMAN'S CODE	DO NOT USE	QUARTERLY SUMMARY OF PERSONAL SALES CALLS	
						QUARTER 1995	
WEEK BEGINNING MONDAY (MONTH DAY)							TOTAL FOR QUARTER
S T A T I S T I C S	SHEETS	1					
	STRIP	2					
	STRIP-CLAD	3					
	PLATES	4					
	PLATE-CLAD	5					
	SAWS H.B.	6					
	SAWS C.F.	7					
	EXTRUSIONS	8					
	COARSE WIRE	9					
	FINE WIRE	10					
	TUBED SEAMLESS	11					
	TUBED-WELDED	12					
	F & C (DETROIT)						
	C.A. TIME						
	39						
	40						
	41						
	SELLING	42					
	APPROXIMATE DEVELOPMENT	43					
TOTAL	TOTAL	44					
CONTACT	WITH LARGE USERS	45					
CALL	WITH MED. USERS	46					
TIME	WITH SMALL USERS	47					
	OVER RESPECTIVE USERS	48					
	TOTAL	49					
TIME IN AL OFFICE		50					
NUMBER OF CALLS	ON LARGE USERS	51					
	ON MED. USERS	52					
	ON SMALL USERS	53					
	ON PROG. USERS	54					

ALLEGHENY LUBLUM FORM NO. 3807

ALL THE ABOVE TIME INFORMATION IS TO BE REPORTED
 IN QUARTER HOUR UNITS: I. E. 15 MINUTES-1 UNIT; 1 HOUR-4 UNITS.

DO NOT USE

ASSIGNED ACCOUNTS OF SALESMAN AT END OF QUARTER

NATURE OF ACCOUNTS	LARGE USERS	MEDIUM USERS	SMALL USERS	PROSPECTIVE USERS	TOTAL
NUMBER OF <u>ASSIGNED</u> ACCOUNTS	9100	9200	9300	9400	
APPROVED NUMBER OF SALES <u>CALLS</u> PER YEAR	3100	3200	3300	3400	
APPROVED NUMBER OF CONTACT <u>POINTS</u> PER YEAR	2100	2200	2300	2400	

Figure 3: A clerk transfers the information from the salesman's weekly report to this form, which is a

quarterly summary. She posts contact time by product and by type of user, gets total for period.

What Analysis Tells Management:

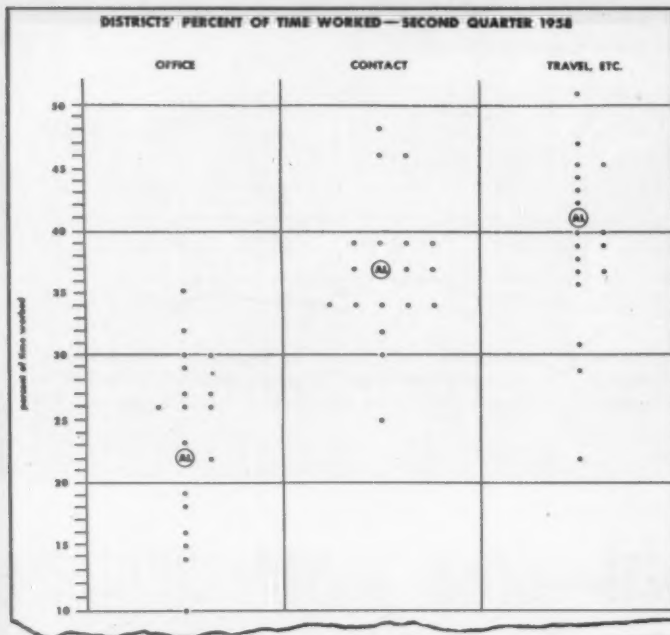


Figure 4: Each dot shown on this graph represents a district's percent of office, contact, and travel time. Scale is percent of total time worked. Notice spread in contact time—from 25% to 48%. One district has 35% office time; another, 51% travel time. Such revelations are strong signals to district managers to correct bad situations.

rate. Today, we rank nineteenth in steel-making capacity, but we are tenth in dollar sales volume.

Our sales force has gone through most of the phases typical of a growing company. Earlier, with a sellers' market and a small sales force, control was not a difficult problem. Today, however, we have 125 salesmen, including District Managers, in 18 district offices from coast to coast. These men are back-stopped on a 3-1 basis by inside personnel in the districts and in our customer service departments at our seven plant locations. Most of our salesmen are engineers, or the equivalent in technical experience. Our home office sales staff is set up by products with a product manager's staff covering each commodity form in each steel class.

Thus, the need for control has evolved gradually. In today's competitive markets, with high costs and taxes and very narrow margins, all of us must exercise close scrutiny of all of our sales operations. Probably the most fruitful area of all is in the

salesman's utilization of his own time.

Only about one-third of our salesmen's total time is actually spent in contact with customers. The balance is consumed in other necessary activities. A salesman's time is divided into three main categories:

1) **Office Time**—the time he has to spend in the district office, handling correspondence, on the telephone, at district meetings and similar activities.

2) **Travel Time**—all the time involved between face-to-face contact with customers. In our system, we include reception room time with travel time.

3) **Contact Time**—this is the pay off time when the salesman is actually talking with the customer.

Since only one-third of the salesman's time is spent with the customer, that small amount of time—the Contact Time—costs our company a great deal of money. It must be utilized

with great care and foresight. It must be distributed effectively among an optimum number of accounts, large and small. It must be spent in obtaining information and giving information. Above all, it must be used for effective selling which results in the right kinds of orders for all our products.

In our company, over 12,000 employees and a plant investment of \$168 million depend on how well our 125 salesmen plan and spend one-third of their time.

Thus, we have gone to considerable lengths to provide our salesmen and our district managers with a plan which will help them to make the best possible use of salesmen's customer contact time.

Once each year, and oftener as conditions warrant, each salesman is required to evaluate all the accounts in his territory. Then he builds up his time and call plans on the basis of the estimated metal requirements of each account and the total sales volume he hopes to obtain.

► For time-planning purposes, this customer information is summarized on what we call the 3805 form (See Figure 1, page 48). The salesman, assisted by the district records clerk, lists all of his accounts in four groups. Three of the groups are divided according to the volume of their purchases of products like those made by AL. The fourth group is made up of prospective users (companies not now using the products we make but expected to do so). Both the customer's total usage and expected AL sales are shown. In some cases, of course, no AL sales volume is shown, but users who are not yet customers must be given full consideration.

Next, the salesman estimates the number of calls and the total contact time required for effective coverage of each account during the year. The district manager carefully reviews the form with the salesman, and together they work out an approved call pattern.

This form stays in the district office. It serves as a benchmark for each salesman and his manager in reviewing actual call results. Note that, in effect, each salesman sets his own standards. He is forced to budget his available contact time very carefully, and in detail. He must maintain a balance between large, medium, and small users and allow time for prospecting.

To report actual calls, our salesmen use Form 3806, a weekly record form (See Figure 2, page 49) on which they list both companies and individuals contacted. Each company shown

Walter H. Annenberg, President,
Triangle Publications, Inc.
calls your attention
to the growth situation
of Triangle's newest subsidiary

The Philadelphia Daily News, an afternoon newspaper, proudly announces the largest circulation in its history!



**JANUARY
1958**

159,874*

(First full month of
new management)

**AUGUST
1958**

200,770*

**SEPTEMBER
1958**

217,296*

**OCTOBER
1958**

220,601*

* Estimates to Philadelphia Merchants Association

and advertising, too, is increasing month by month



Look at the growth that has been accomplished without a single contest or cash promotion (although we have nothing against these devices, as such). Daily News' new management has long publishing experience . . . backed by keen insight into Philadelphia's hearts and minds. Pictorial treatments, stream-

lined news coverage, feature-studded pages and tabloid brevity are tailored to the tempo of today. The vital result? More people than ever are turning to the Daily News. And the Daily News is producing sales for advertisers in every category. Grow along with us . . . schedule the Philadelphia Daily News.

ADVERTISING REPRESENTATIVES: THE KATZ AGENCY • NEW YORK • CHICAGO • DETROIT • ATLANTA • DALLAS • ST. LOUIS • SAN FRANCISCO
LOS ANGELES • SYRACUSE • SEATTLE • PHILADELPHIA

DECEMBER 5, 1958

51

Two Districts off the Beam:

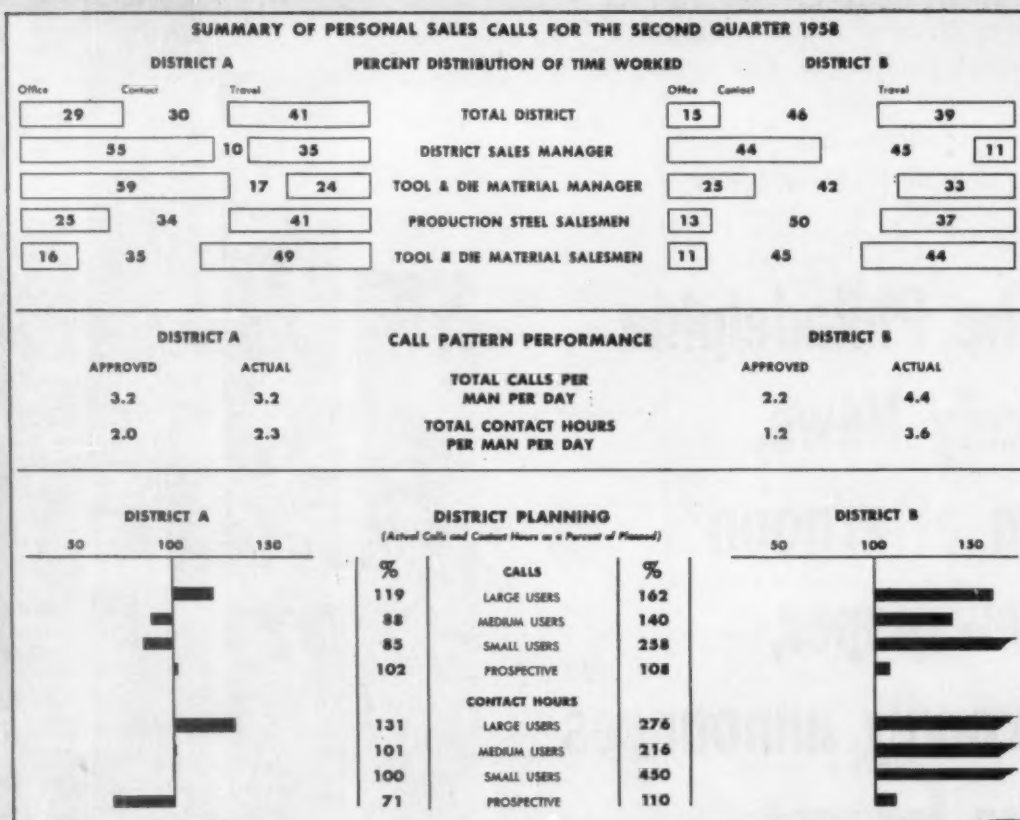


Figure 5: This graphic analysis clearly shows the need for corrective action. District A closely matched planned pattern, but sights were too low.

District manager has since cut office time by 50%. District B did exceptionally well on total sales activity, but the call pattern went out of control.

is one call, no matter how many individuals are seen. There are 41 product columns shown, while Column 43 is for prospecting, or "appraisal-development" calls, and Column 50 is used to indicate time in the AL district office. The salesman gets no contact time credit for a "social call," and he can indicate to his district manager in Column 56 that he has prepared a memo to report on the call in detail.

The salesman shows his time on the basis of quarter-hour units. If he spent an hour with a stainless sheet and strip buyer, concentrating on sheets, he might show 3 units in the sheet column and 1 under strip. If he spent the whole day in the office, he would record 32 units in Column 50. He had better not do that too often, of course.

You will note that he reports only

contact and office time. We don't ask for any detailed accounting of travel, waiting, etc.; instead, we use this as a balancing factor. For example, he might report 60 units, or 15 hours, of contact time plus 20 units, or 5 hours, of office time. Since we expect him to work 40 hours or more, we assume that the other 20 hours were in travel and waiting time.

Each week the district records clerk posts from the call reports to the salesman's individual account records. Through a flag system on the accounts, the salesman is regularly notified when he falls behind his planned coverage of any account.

The clerk also records the salesman's weekly totals on Form 3807 (See Figure 3, page 49), a quarterly summary report. She posts the contact time by product and by type of user. This form also provides the sales-

man's individual benchmarks at the bottom of the page: his call pattern as developed on his 3805 planning form.

One copy of this form is used in the district, while one copy is sent to our general sales offices in Pittsburgh. This is the only contact time report sent to Pittsburgh, but it makes available a wealth of information.

The first step in making the detailed data usable is machine tabulation, summarizing the information by type of salesman, by product, and by district. Then the Commercial Research Department prepares various summaries and analyses for internal office use. East district manager also receives a copy of the tabulations and a summary chart on his own district.

Looking at Form 3807 (Figure 3), you can see the kinds of information we have available:



THIS AD

for Stern's Nurseries, Inc., was published in the Garden Section of The New York Times. It is one of a series of full pages prepared by Fairfax advertising agency. The New York Times is the "basic number one medium on the extensive Stern's schedule," says Stanley I. Fishel of Fairfax.

PRODUCED THIS RESULT

"This spring we used more space in The New York Times than ever before in the two decades that Stern's Nurseries has been a consistent advertiser. Since Stern's is a mail-order advertiser, we can increase space only when results are good enough to permit it." Here is just another example why today, as always, it pays to advertise

IN THE NEW YORK TIMES

first in advertising in the world's first market

here's a man's bag with a dual personality

This side for... working hours.

Three big file pockets hold conference notes, correspondence, sales literature, catalogs, etc. A full center flap keeps clothes compartment concealed during your business call.



This side for... living. A big compartment with plenty of room for a couple of days' linen, neckwear, toilet articles, etc.

Center flap keeps this compartment concealed even when case is opened.



Top grain cowhide, several styles and colors.

17" or 18" lengths and 4", 5" or 6" widths.

Solid leather handle, reinforced corners, safety lock.

At all Luggage and Department stores

We make custom-built bags for your entire organization. Write us for your nearest dealer's name for free quotations.

Leather Goods Co., Inc.
Cincinnati 25, Ohio

Snapak by

SCHILL

1. Contact time by product, by size of user, by type of salesman. This gives us an accurate basis for direct sales expense allocations and for many other evaluation and planning purposes.

2. Calls by size of user, per man, or per day. We also, of course, keep track of time per call, cost per call, and sales volume per call.

3. The relationships between contact, office, and travel time. We don't dictate any standards because conditions vary too much from district to district. However, we know what is satisfactory performance for any given district.

4. Call pattern performance—the relationship between approved and actual contact time and calls. How realistic was the plan, and how good was its execution?

For one sample of the kinds of analyses we use, see Figure 4, page 50. It plots distribution of time by districts for the second quarter of 1958. Note the spread in contact time—from 25% to 48%. After comparing their performance with that of other districts, action was taken by several

district managers to change their patterns for the better.

Now look, Figure 5, page 52, at the performance summary for two single districts. (You'll find details in the caption.) Such analyses quickly show weaknesses in time distribution. District A's performance was close to pattern, but it had set its sights too low.

District B put in a more-than-commendable amount of effort (as compared with plan), but the call pattern was completely out of control.

► As for the benefits gained from use of our contact time information:

First and foremost, our salesmen are now enthusiastic about the system and quite sophisticated in its use. I would be less than candid if I stated they were happy at the outset with all the complicated new paper work. They had been accustomed to a very simple and uninformative call report, and there was some natural resentment of this new intrusion on their privacy.

However, the information uncovered sold itself; it was an eye-opener for every salesman. We have been careful not to use contact time as a punitive club. The only real enforcement has been in making sure that the

system is fully utilized. Any salesman making proper use of the system will promptly take corrective action on his own—if indeed any corrective action is needed.

One of the most significant resulting changes we've seen has been the breaking of old travel habits. For example, consider the salesman with a large account in a small town about 50 miles downstate. He knows he has to call on this user at least once a month. To round out his day with a respectable number of calls, he used to make two or three calls on small users in the vicinity—the same small users every time. Under the contact time system, he will change this habit immediately. He'll still make the monthly call on the large user, but he will call on other users or will make additional prospecting calls. Today, instead of handling four accounts on that monthly downstate loop, he is doing a good job on 10 to 12.

Our contact time planning system is now regarded as a basic management tool for the district manager, enabling him to plan effective coverage of his district and to evaluate the performance of his men. He has standards for measurement purposes, which he can quickly adjust to meet changing market conditions or to give spe-

FOR THE MOST STIMULATING CONVENTION YOU'VE EVER HAD!



FLY CUBANA TO HAVANA



Your men will get more out of a sales meeting or convention in Havana or Varadero. You'll get more out of them. They'll relish the novelty of Havana's "old world-new world" setting, the invigorating climate, the most modern new hotels, the many facilities for work... for sun and fun.

Cubana assigns as many planes as you need for your exclusive use, paints your name on them in big letters, decorates the interiors with your signs, slogans, campaign material. These chartered planes—modern Super G Constellations or Prop-Jet Viscounts—take off from the place you designate, fly swiftly and pleasantly to your chosen destination. Arrangements can be made for exciting refreshments and delicious meals aloft.



Further, Cubana helps you plan all activities—business or pleasure—makes suggestions for accommodations, tours, night club and casino visits. Cubana prepares pre-convention literature and sends it direct to salesmen to keep them on their toes and "rarin' to go." Best of all... for an overseas convention, the costs are less than you'd expect. It's a package deal that packs a lot of sales incentive.

FREE! Send a reservation for the informative, illustrated file folder, "A Brief case for holding your Convention in Cuba." It's crammed with ideas for planning the best convention you've ever had.

Write Dept. MG



CUBANA AIRLINES

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cial emphasis to certain products.

The 3805 form has proved particularly useful in some instances as evidence that more manpower was needed. Several districts have sent personnel requests documented in terms of total usage, available business for AL, and contact time needs. You have to honor such evidence, and you get results when you do.

Another by-product has been wholesale realignments of salesmen's territories for better balanced workloads. These realignments reflect both total usage and contact time requirements.

Our product managers receive quarterly tabulations of contact time for their products. To no one's surprise, there is a very direct correlation between sales efforts and sales results.

The quarterly reports to Pittsburgh on contact time give us a complete picture on the effectiveness of our sales force, by district, by product, and, on occasion, by salesman. We know our good planners among the managers, and we also know who needs guidance or an occasional push. We can spot where superior performance is being achieved; it shows up in sales results as well as in contact time utilization. Some of our sales-

men are showing both exceptional planning ability and sales ability that mark them for bright futures.

I personally get down into the details of the system on an exception basis. The summary reports call attention to the problem situations, with the details available as needed. In the past three years, we have spotted not only some specific, individual situations, but also some very basic problems.

► At the outset, I was alarmed at the high percentages of office time being recorded. Investigation revealed that our salesmen and managers just had to be inside that much to handle routine correspondence—there was no one else to do it. Obviously, we had a basic organization weakness in our districts. Subsequently, the job of office manager was substantially upgraded, so that better qualified people could be hired to handle more of the inside load. We also added to our district clerical personnel. The result: Our salesmen have cut their office time almost in half. Our managers are still inside too much, but progress is being made here, too.

Another general problem was the high proportion of travel time, particularly in some of our districts with

a large area to cover. Our contact time records can readily prove it is more economical for some of our men to fly to distant points and rent cars, leaving their own cars at home base. We're also heading in the direction of more resident men in outlying areas.

In addition, we found that our prospecting or appraisal-development time was much too low. Naturally, part of the cause was inadequate manpower in certain districts. We have added 25 men, net after retirements and releases, since 1954. However, this situation also reflected bad habits—the old rut. Today, we're stressing more time for the development of new business. This is a competitive necessity.

Finally, we have kept the emphasis on the need for more calls and more contact time. With too much office and travel time, our men also proved to be too long-winded. Time per call was unnecessarily high. Progress was slow but steady until this year. Faced with the spectre of a severe recession in alloy steels, our salesmen have found it possible in 1958 to up their daily call rate by half a call per day. This seems small, perhaps, until you realize it means 15,800 more calls per year. ♦

McInay: He Keeps Battery Sales Flying

You can't have a handier guy than J. A. McInay around the garage if you motor won't turn over. He's spent the past 30 years in the dry battery business, beginning with his first job as test reader in the Burgess Battery Co. Now he's moving to the post of vp in charge of marketing for The Electric Storage Battery Co. Since 1945 Mac was with Ray-O-Vac Co. and that place was good to him. He leaves as vp in charge of domestic sales. As the Hollywood people say, it's an amicable divorce. He hated to

leave, they hated to have him leave. But Electric wanted him badly enough to make it worth his while. No doubt you've heard Mac speak: Last year, in the Turck Lecture Series at Yale, his lecture was on Manpowering a Distribution System. And he's been a member of the speakers bureau of both National Sales Executives (he's vp and rumor is that he'll be president next year) and the National Association of Manufacturers. In 1954 he was one of the four men in Madison, Wisc., chosen as Outstanding

Bosses of the Year. Deeply interested in community affairs, he's a churchman, a Boy Scout executive. In his new post he'll oversee the marketing activities of the entire Electric Storage line of products for consumers, industry and government. Company output isn't limited to batteries: it — or one of its subsidiaries — makes such divers items as molded hard rubber and plastic products, corrosion-proof cement, flashlights and dry batteries, sunglasses. The McInays have twin sons—both married.



Dixieland Jazz and Hand Cream: A Thumbnail of Frank Meeker

If Franklin G. Meeker (left)—whom no one calls Franklin—had to make his living selling Jergens Lotion door-to-door he'd still have it made. His distinguished good looks are in the grand style of Ezio Pinza. As it is, he doesn't have to ring doorbells. Frank Meeker has just been named executive vp of The Andrew Jergens Co., succeeding Joseph D. Nelson (retiring after 54 years with the company).

For almost 10 years Meeker has been vp of sales; prior to that he was in charge of the company's Belleville, N. J., branch plant. He's a native of Missoula, Mont., and a graduate of the University of Montana. For 21 years—almost all of his career—he's been with Jergens. The company has fanned out considerably since he joined its ranks. Today Jergens makes Woodbury's soaps, shampoos, and

beauty creams. But a member of the Jergens family is still at the helm — Andrew Jergens, whose father founded the company 76 years ago. Meeker and his wife have a son in high school, a daughter in college. He keeps up with them, musically, with hi-fi and Dixieland jazz. Matter of fact he builds his own hi-fi sets. With him here, the new general sales manager, George Bausewine.



DECEMBER 5, 1958

Admiral Salesmen Win \$250,000 Worth of Diamonds

Admiral Corp., Chicago, recently released a financial report for the first nine months of 1958, showing profit after taxes of \$947,254—a 42% jump from that for the same period in '57, \$665,264.

Substantial credit for this increase is given the autumn sales incentive drive for wholesale salesmen, aptly titled, "Dig for Diamonds."

Did they "dig"? With all their ingenuity, says Carl E. Lantz, vice president, sales. "Of a total of 350 distributor salesmen, there were 300 winners, many of whom took home top prizes—one-karat diamonds, retail price, \$1,100. All salesmen who won were automatically enrolled in Admiral's 'A' Club of top salesmen. They were also awarded pins and plaques, and all received personal letters of commendation from me." Their distributor bosses were given appropriate scrolls.

Products to be sold, for contest credit, were limited to electronics—radios, TV and hi-fi sets. The contest ran two months, ended Sept. 30.

During this normally slow season in the industry, wholesale salesmen earned \$250,000 worth of diamonds (at retail)—which means they did some pretty fancy selling. (All stones were ordered by Admiral's home office

through a Chicago outlet for precious stones.)

Many distributors volunteered the information that this promotion was the best that had ever been conducted by a manufacturer whose lines they carried.

Says Lantz: "Like any other good promotion, this one had all the romance we could put into it." Theme song was "Diamonds Are A Girl's Best Friend."

Approximately 80 Admiral distributor points were involved. Each of 12 regional managers held five meetings with his distributors, laying the groundwork for the contest. The case of prize diamonds was displayed throughout these meetings.

While Lantz was concerned primarily with contest promotion, R. J. Bamberg, gsm, did the job in the field, loaded with diamonds to distribute among regional managers.

Each distributor was given a quota based on 1957 sales. As an incentive to his sales manager, the distributor offered the lure of a one-karat ring for performance that produced 20% more than last year's volume.

"We had the regional managers hopping up the distributors," explains Bamberg, "but we still had the problem of presenting the whole thing

to the salesmen themselves. We made arrangements for each distributor to invite his men and their wives to a dinner in a fine local restaurant—with-out tipping his hand as to the dinner's purpose. The regional manager attended these gatherings and, at the close of the meal, announced the contest to the accompaniment of oh's and ah's from wives who got a close look at the diamonds on display."

Before the end of the evening, salesmen accepted quotas and prepared to "dig in."

Contest momentum was sustained through:

- humorous mailings to wives, e.g., postcards from the "diamond mines of South Africa";

- sales meetings held against a musical background of the contest theme song;

- wall charts showing each salesman's weekly progress;

- a case of diamonds displayed where the men couldn't possibly miss seeing it.

The wives pitched in, too. In many cases they set dinner time an hour later so husbands could "stay out and work while the dealer is open."

One young salesman's wife, as yet childless, traveled with him on a 450-mile tour of his territory each week in northern Colorado and half of Wyoming. While he was out making calls in each town, she got on the phone and called the homes of all prospects who might be in the market for Admiral sets. Her husband got his diamond when the contest was only half through. ♦



THE PAYOFF! Standing in front of the tally board on which their contest point totals are listed, this group of salesmen



is ready to receive their diamonds from their boss—an Admiral distributor. This scene was repeated many times.






IRE always remembers the man.  *In radio-electronics,*

W. R. G. Baker is a man whose name


is synonymous with progress. IRE acknowledges Dr. Baker's


leadership  *with the Founders Award which is bestowed*
only on special occasions  *to its outstanding men. Here,*

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make this progress is kept by  **The Institute of**

Radio Engineers.



Sales managers know the specifications power of the radio-electronic engineer—based on his engineering training and education. He cannot always be reached or seen, except through the channels he himself chooses: *Proceedings of The IRE*  *The IRE Directory*, and, of course their merchandising complement, *The Radio Engineering Show*. These are the 3 sides to sell that make your firm remembered by engineers.

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Selling Advertising Budgets

Basic arguments an advertising manager might employ in meeting and answering specific management questions about advertising, offered in the hope that they will contribute toward the vital job of giving sound and consistent advertising a bigger and more important voice at the management table. Included are specific facts and figures used successfully by advertising managers in winning budget approval. For copies, write to Walter Persson, Promotion Manager, McGraw-Hill Publishing Co., Inc.

"Top Half County" Map

It shows that 50% of the nation's 3,075 counties produce 84.3% of the nation's farm products, measured in dollar value. It also demonstrates that the prime farming areas, in terms of county-by-county farm income, are distributed on a completely national basis. No state fails to place in the list; neither does any state place every one of its counties in the top half group. For marketers who associate top farm income with completely rural areas, the map has some surprises. For example, New York commuters living in Fairfield County, Conn.; Nassau, Suffolk or Orange Counties, N.Y.; or Bergen County, N.J., live in top half farm income counties. Los Angeles and Detroit are both in top half counties; so are Milwaukee, Seattle, Miami, Portland, Ore., Portland, Me., Oakland, Cal., and many other major cities. Copies of the map may be obtained from Dana Fernald, Vice-President, Farm Journal, Philadelphia 5, Pa.

The Negro Market

Reprint of an address by Dr. Frank G. Davis to the National Association of Market Developers. It details the concept of the Negro market as a new frontier in marketing opportunities; the background factors behind the new and expanding Negro market (population shifts, importance of household formations, greater efficiency in allocation of Negro labor resources; effects of greater industrial utilization of Negro labor—new buying power and educational levels and shifts in consumption pattern); the Negro's propensity to consume; comparison of the proportion of disposable income spent for selected items

by Negro and white households; effects of accelerated spending on Negro purchasing power; impact of mass communicative influences in the Negro market. Copies of "The Negro Market—a New Frontier in Marketing Opportunities" may be obtained from Dr. Frank G. Davis, Research Director, Johnson Publishing Co., Inc., 1820 S. Michigan Ave., Chicago 16, Ill.

America's Second Market

Latest report on the sales opportunities in Metropolitan Los Angeles. Second only to New York. Los Angeles now leads Chicago by nearly one-half billion dollars in total retail sales. It's a \$13-billion market, ranking third in the nation in buying income—\$13.5 billion; third market in population—6.1 million. It is America's fastest growing major market, with 1,741,189 new residents since 1950; second in six retail sales groups—automotive dealers and store sales, drug, food, furniture-household-appliance store sales, gasoline service station sales, lumber, building materials, hardware store sales; third in three retail sales groups—apparel store sales, eating and drinking places sales, general merchandise store sales. Other data in the study: new homebuilding; new cities (seven) incorporated in Metropolitan Los Angeles; employees in manufacturing and total manufacturing payroll since 1950; diversification of industry; economists' forecasts for the future of Los Angeles. For your copy of the report, "1958 Los Angeles," write to Fred C. Selzer, Jr., Manager, Market Research Department, The Times-Mirror Co., 202 W. First St., Los Angeles, Cal.

International Advertising

The whys, wherefores and functions of corporate advertising in the international field are brought into new focus in this report, "The Function of Corporate Advertising Internationally." Major thesis of the study is that international corporate advertising should do more than accomplish the primary function of helping to move goods. It shows how international advertising should spread a portrait of the company throughout the complex international market. Each company, it is pointed out, actually deals with nine basic "publics." It is the attitude of these "publics," in

total, toward the company which determines the long-range success or failure of a company. The "publics" in international trade are: the consumers; the company's stockholders, employees, distributors, suppliers, bankers; the community in which the company operates; governments. For the full report, write to Laurence Laurie, Advertising Manager, International Editions, Newsweek, 152 W. 42nd St., New York, N.Y.

"Product Endorsement"

A study by Good Housekeeping in consultation with Advertising Research Foundation, Inc. It is unique in comparison with other surveys made by or conducted in consultation with the ARF in that it does not deal with media measurements per se. Rather, it provides information about a service function of a publication and compares this function—product endorsement—with similar functions performed by other media and publicly recognized organizations. A copy of the study may be obtained from A. W. Lehman, Managing Director, Advertising Research Foundation, Inc., 3 E. 54th St., New York 22, N.Y.

Spot TV Usage and Sales

According to this new study, there was a strong correlation between the 1957 sales and spot TV activity of leading beer and cigaret brands. It shows that nearly all brands in these two fields, which increased their spot TV advertising, scored sales gains in 1957. Conversely, most of the beers and cigarets which had spot TV support reduced, lost ground in sales. Employing the Wooten Reports and TVB Rorabaugh estimates of spot TV expenditures for 1956-1957, the study reveals that eight out of nine top selling cigaret brands which increased their investment in 1957 over 1956, registered sales increases in 1957. An equal number of leading brands, eight out of nine, which cut their budgets showed sales losses during the same period. In the brewing industry, 10 out of 12 leading companies that increased their investment in 1957 over 1956, showed sales gains in 1957. Of the seven leading brewers who reduced their advertising in 1957, three reported a decrease in sales. Copies of "What Spot TV Did for Sales in Beer and Tobacco Industries" may be obtained from Martin L. Nierman, Vice-President in Charge of Sales, Edward Petry & Co., Inc., 3 E. 54th St., New York, N.Y.

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S-12



FOR A SALES JOB WELL DONE (on Sucaryl) Floyd K. Thayer (center), vice president and director of chemical sales for Abbott Labs., receives the "Marketing Man of the Year" award from the Chicago chapter of the American Marketing Association.*

Abbott Teaches Dieters To Say "Sucaryl"

It was the company's first venture into consumer selling. The product—a non-caloric sweetener—was 30 times more expensive than saccharin. There were legal bars to sales in many states. But volume has increased a million dollars a year since 1947.

AS YOU sprinkled sugar on your grapefruit this morning, or spooned the white granules into your coffee and over your cereal, you were typical of half of all Americans if you thought even briefly about the calorie count.

During the last decade or so, weight-conscious Americans have formed an increasingly large market for diet (or dietetic) foods.

Abbott Laboratories, North Chicago, Ill., one of the top manufacturers of pharmaceuticals (net sales, 1957 —\$111,271,000), was aware of the trend toward calorie counting. With what company officials grimly call a "major management decision," Abbott embarked on its first venture into consumer selling.

This was done through the Chemical Sales Division, under the supervision of Floyd K. Thayer, vice president and director of Chemical Sales. His division launched three products at the consumer level, including a plant food and a livestock feed sup-

plement, but the most dramatic results were realized in offering to the public a non-caloric sweetener under the trade name of Sucaryl, Abbott's brand name for cyclamate.

This marketing program produced results far beyond expectations. Millions of consumers shortly encountered Sucaryl through drug stores (where the product is sold over the counter in tablet or liquid form) and in various products sold by soft drink and food canners in which Sucaryl was embodied as an ingredient. The two promotions ran simultaneously, one tied into the other.

Thayer's division supported consumer advertising in selling to bottlers and canners by telling diet-minded people to look for Sucaryl logotype on the labels of canned fruits and soft drinks — "Sweetened With Sucaryl." Says Thayer: "Customers for our packaged Sucaryl are potential customers of food manufacturers using Sucaryl in their dietary prod-

ucts." These customers buy an estimated \$250 million of dietetic foods at retail annually — and the figure is going up. A recent survey showed that three out of four dieters gave weight control as the reason for dieting. One out of four had other reasons: diabetes, heart condition, ulcers, etc.

(Results of the work in Thayer's division were so outstanding that the Award Committee of the Chicago Chapter, American Marketing Association, presented him with a plaque recognizing him as the "Marketing Man of the Year.")

Besides Thayer, the Chemical Sales team consisted of youthful Dr. Karl M. Beck, technical service director; Robert W. Nichols, manager, and Robert E. Ryan, advertising manager. Chemical Sales is now the fastest-growing division in Abbott.

Not many years ago it was just a "shoestring operation" at Abbott. The function of the division was to find markets for the excess material produced in the manufacture of chemicals. "But more important than sales volume, in our department, is opening up new markets and finding new uses for these chemicals," Thayer says.

Sucaryl was first put out in package form in 1950, but the product wasn't advertised on a national level until five years later. Abbott had maintained a program of window displays and posters in drug stores, but did not even have house advertising. In 1955, advertising ran in such publications as Reader's Digest, Ladies' Home Journal, National Geographic, The Saturday Evening Post, Time, Today's Health, and Parade. In 1956 the advertising program was further expanded, for, as Thayer says, "If we didn't market the product — in this case under our brand name of Sucaryl — we knew somebody else would. We realized that our name would be a valuable trademark at consumer level for what might be called a non-professional product. We wanted to push the Sucaryl name so hard that when the patent expires (as held by a major chemical manufacturer) our own brand name will be so firmly established as to hold off competition."

Over-all sales of Sucaryl to food processors and consumers is today al-

(Continued on page 64)

* Making the presentation is Chapter President Dik Twedt of Leo Burnett Co. The other three, l. to r. are Dr. Karl M. Beck, technical service, Robert W. Nichols, manager of chemical sales, and Robert E. Ryan, advertising manager, who, with Thayer, made up the team that launched Sucaryl into consumer markets.



The Man with the Two High I.Q.s

IS HE RAZOR-SHARP, lightning-quick in the Brain Department? You bet he is! Has to be. Has to make fast decisions, match wits with the world's best. But his alter "I.Q." is skyscraper high, too—his *Income Quotient*.*

He's a typical Newsweek reader, a man in motion . . . serving as an executive, diplomat or professional. He reads Newsweek each week because he needs Newsweek's factual analysis in order to exercise his powers of decision in the affairs of his field and his community. For any marketer of ideas, products, services—a most vital sales-target!

*Newsweek has the highest median income of any Starch-rated magazine with over a million circulation (Starch 1958 Consumer Magazine Report).



The magazine for communicative people

most 500% higher than in 1954, the year before it was advertised nationally. And Sucaryl sales in 1953 were only one-sixth of what they were in 1954. Sales went up another 50% in 1957 over '56, and so far in 1958 have been holding their own, regardless of a bad year for fruit growers and canners who use Sucaryl.

Thayer's division had been selling to the beverage and fruit market for about five years before the consumer advertising began, and had done only a modest amount of advertising in soft drink and food journals. (Today's over-all advertising and promotion budget for Chemical Sales is said to be one million dollars.)

At that time the entire staff consisted of Thayer, Nichols and Ryan. These three made personal calls on manufacturers and acquainted others with Sucaryl by direct mail. They found customers hungry for information. "How do I use this stuff?" consumers asked. "How much will I use?" "Will it stand cooking and freezing?" Dr. Beck and the Abbott research people have worked out many usable formulas, and universities have developed others. Soft drink bottlers have beverage flavor consultants who come to Abbott and work for months developing flavors sweetened with Sucaryl.

► In 1950 when Abbott first marketed Sucaryl, it had the first non-caloric sweetener to be introduced since saccharin, which had been on the market for 50 years. Says Chemical Sales Manager Nichols: "On the surface, one might say we had the world on a string, but this was not quite true. Our product was priced at about twice the going price for saccharin on a per pound basis, but since Sucaryl was only one-fifteenth as sweet, we were, in effect, going into the market with a product that was actually 30 times more expensive than saccharin. However, Sucaryl had important advantages over saccharin such as taste acceptability and stability during cooking and freezing in food and beverage processing."

Technical Service Director Beck feels that the initial marketing venture with Sucaryl was a "real challenge." Thayer, Nichols and Ryan, the "sales force," had practically no contact with, or knowledge of, the food and beverage industries—enough of a challenge in itself. The second challenge was to overcome the suspicions with which any new product of this nature would be met even though that product had been approved for human consumption by the Food and Drug Administration.

First sales attack was directed at the extract industry that supplies the

soft drink bottlers, a logical approach. Says Beck: "Acceptance of Sucaryl was slow and while this group looked and wondered, we started actively calling on soft drink bottlers themselves, telling our story and urging experimentation with our product. In the first year, our complimentary samples far exceeded our sales!"

In early 1952, about 18 months after Sucaryl's introduction, Kirsch Beverages Inc., launched a soft drink



sweetened with Sucaryl which was destined to become nationally known by name, if not by distribution. The product was No-Cal, and its growth story is probably known by most marketing men. Other bottlers, such as Canada Dry and Nehi, were not far behind Kirsch.

While Kirsch was getting under way in the soft drink field, Richmond-Chase Co., San Jose, Calif., was testing Sucaryl in canned fruits. In 1953, it packed Sucaryl-sweetened fruits for the first time under the trade name "Diet Delight." Richmond-Chase was followed by Monarch and other large packers. Both the bottling and canning industries were moving, but Abbott's Chemical Sales Division did not sit by and watch the parade.

Help came from many unexpected sources in the form of news features, editorials, and advertisements all pointing to the fact that Mr. and Mrs. America were too fat and should watch their caloric intake. "The new market, or plus market, as we called it, was beginning to take shape," Dr. Beck recalls, "and inquiries came to us in large numbers from every imaginable type of food and beverage manufacturer. We were gratified by the success Sucaryl was enjoying at

this point, but we were far from satisfied because we knew there was much more over the horizon."

Trade advertising for Sucaryl was expanded by mid-1955, as was the sales force, when competition appeared on the scene. The names of Abbott and Sucaryl were by then well-known to the food and beverage industries.

Advertising Manager Ryan felt that the promotion of Sucaryl in liquid and tablet form, through the consumer press, was "another string for our bow. We had been successful in selling the product and opening the market. Now we could merchandise the name."

"The tie-in between Sucaryl, as a consumer product itself, and products made by other manufacturers in which Sucaryl figured as an ingredient was a natural. The diabetic person or the overweight one who purchased Sucaryl from the neighborhood drug store would be likely to extend preference for our sweetener to food and beverages that contained it. To promote this idea, we made and used a slide film presentation at the National Canners Association meeting in 1956."

► The presentation didn't cover the entire market potential, however, so an impressive booklet was prepared and mailed to every customer and prospective customer in the U. S. The sales story "took," and it wasn't long until many types of foods and beverages began to display "Sweetened With Sucaryl" in bold type on the labels. Advertising and promotions in 1958 continued to carry Thayer and his staff toward their biggest goal—building consumer brand preference for the product name that will help Sucaryl dominate the field, whether in tablet or liquid form in the drug store, or as an ingredient in a diet food or beverage.

Current advertising aimed at the consumer is typified by The Saturday Evening Post series. Featuring humorous little people, simple copy. (See illustration.)

The Post advertisements thus are not aimed at selling packaged Sucaryl. They are aimed at moving the many diet foods and beverage products on grocers' shelves that carry the message, "Sweetened With Sucaryl."

A look behind the scenes of marketing such a product as Sucaryl makes many another sales problem seem inconsequential.

Before Abbott marketed Sucaryl, the company conducted 10 years of pharmacological and clinical research establishing the fact that Sucaryl was safe. The Federal Food and Drug Administration had conducted a two-

671,959 Paid Copies Daily...

Counting its morning and evening circulation The Kansas City Star prints and distributes more papers per day than any other newspaper in America excepting only the New York News, Chicago Tribune, New York Mirror and Philadelphia Bulletin.

When population is taken into account The Kansas City Star's coverage per thousand families is vastly greater than that of the four papers just named and, of course, greater than that of any other newspaper in any market in the nation.



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The Star, with saturation coverage of the booming Kansas City market, is one of the nation's most popular test launching pads for consumer goods.

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1. NEW YORK NEWS (M)	2,014,542
2. CHICAGO TRIBUNE (M)	900,895
3. NEW YORK MIRROR (M)	834,066
4. PHILADELPHIA BULLETIN (E)	713,228
5. THE KANSAS CITY STAR (ME)	671,959
6. NEW YORK TIMES (M)	633,106
7. PHILADELPHIA INQUIRER (M)	604,977
8. NEW YORK JOURNAL-AMERICAN (E)	580,006
9. CHICAGO NEWS (E)	565,674
10. CHICAGO SUN-TIMES (M)	539,090
11. BOSTON RECORD AMERICAN (ME)	536,076
12. WALL STREET JOURNAL (M)	520,713
13. MINNEAPOLIS STAR TRIBUNE (ME)	499,196
14. LOS ANGELES TIMES (M)	484,450
15. CHICAGO AMERICAN (E)	477,250
16. NEW YORK WORLD-TELEGRAM (E)	473,732
17. DETROIT NEWS (E)	472,191
18. DETROIT FREE PRESS (M)	453,598
19. ATLANTA JOURNAL CONSTITUTION (ME)	451,618
20. BALTIMORE SUN (ME)	410,932
21. DETROIT TIMES (E)	400,874
22. LOUISVILLE COURIER JOURNAL (ME)	393,614
23. ST. LOUIS POST-DISPATCH (E)	392,212
24. WASHINGTON, D. C. POST & TIMES HERALD (M)	390,365
25. INDIANAPOLIS STAR NEWS (ME)	379,265
26. NEW YORK HERALD TRIBUNE (M)	377,400
27. BOSTON HERALD TRAVELER (ME)	367,100
28. MILWAUKEE JOURNAL (E)	362,417
29. MEMPHIS COMMERCIAL APPEAL (ME)	356,433
30. LOS ANGELES EXAMINER (M)	356,000
31. NEW YORK POST (E)	351,439
32. DES MOINES REGISTER TRIBUNE (ME)	349,045
33. BOSTON GLOBE (ME)	346,361
34. LOS ANGELES HERALD EXPRESS (E)	342,055
35. CLEVELAND PRESS (E)	320,721

Source: Standard Rate & Data Service, October, 1958

THE KANSAS CITY STAR.

KANSAS CITY
1729 Grand Ave.
Harrison 1-1200

CHICAGO
202 S. State St.
WEBster 9-0532

NEW YORK
21 E. 40th St.
Murray Hill 3-6161

SAN FRANCISCO
625 Market St.
GARfield 1-2003

"... response impressive
... and immediate ..."

Says



ELGIN NATIONAL WATCH COMPANY

ELGIN, ILLINOIS TEL. SHARON 7-1200

Mr. Joseph P. Gleason
The Wall Street Journal
711 West Monroe Street
Chicago 6, Illinois

Dear Mr. Gleason:

The Elgin Service Award Watch campaign in The Wall Street Journal has been most successful.

As you know, the purpose of the campaign is to highlight companies who maintain successful employee relations programs. The Wall Street Journal was the natural choice for telling this story to the business community. It is well established that Journal readers are men of decision. They are definitely men of action. The response to each Elgin ad has been impressive... and immediate. Many Wall Street Journal readers are new Elgin clients who first requested the book that we offer (Elgin's Service Recognition Plan Book) and then invited us to visit with them.

Sincerely,

Gordon Howard
Advertising Manager

Where Advertising Works Harder...and Faster

Your advertising in The Wall Street Journal gets a double-barreled push for speedy results. First, with The Journal's short closing dates, your message is in print more quickly. Then, when it reaches The Wall Street Journal's responsive, energetic readers, you can be sure of the kind of results the letter above talks about. Through The Journal you sell to key executives everywhere—men who have a continuing and pressing need to discover and buy. Try it. You'll see things really happen.

CIRCULATION: 541,337

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, D.C., 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.

DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

year research project on synthetic sweetening agents, and in 1950 it published a report stating that Sucaryl was safe for use in foods and beverages.

"However, proving that Sucaryl was safe did not necessarily make it legal," explains Dr. Beck. "Each of our states is sovereign, and hardly any two states had identical laws or regulations on the matter of using Sucaryl or artificial sweeteners in soft drinks. Dietetic beverages were not permitted in more than half the states, including such large ones as New York, Pennsylvania and Ohio."

Chemical Sales Division had to proceed state by state with the Sucaryl story—explaining why it thought the public needed Sucaryl-sweetened foods and beverages, why it was convinced Sucaryl was safe, and what it thought would be appropriate in the way of regulations controlling Sucaryl-sweetened products.

Initially, Thayer and his staff were conservative and recommended a limit on the amount of Sucaryl which anyone should consume in one day. By 1952, they were able to remove this limit with the full assent of the American Medical Association and the FDA. This helped in their efforts with state regulatory agencies.

► By 1953 the market area had increased to the extent that only nine states did not permit Sucaryl-sweetened soft drinks or foods. By 1955, all the tougher ones had been won over.

As sponsor of an ingredient for foods and beverages, Abbott naturally gets a lot of requests for taste panel evaluation of experimental batches of new products. "Sometimes this is a pleasant duty," Beck says, "but not always. Sometimes the customer needs a lot of suggestions and should do further experimental work. However, we sincerely try to be helpful in any way we can."

Dr. Beck voices the Chemical Sales Division's sales philosophy: "It certainly is not unusual that we feel any sales effort involves more than asking for an order and delivering material. If you can't service your accounts and be of help to your customers, you are in a poor position to hold business, let alone build it up!"

What is the future of Sucaryl and the Chemical Sales Division? Let Floyd Thayer, the man who started it all, answer: "On and up! We rightfully expect to increase volume every year just as we have for the past 11 years. Our sales in 1957 were one million dollars, and we have moved up roughly one million a year ever since." ♦

SALES MANAGEMENT

Now Newspapers Have Marketing Managers

The Times-Mirror Co., Los Angeles, has switched to the marketing concept.

Like product marketers who seek to coordinate selling, the company saw the need to integrate activities of its newspapers' three sales departments: display advertising, classified advertising and circulation. It named marketing managers for the Los Angeles Times and Mirror-News.

Otis Chandler, newly named marketing manager of the Times, says the reorganization came because the company's growth made it necessary to place executive responsibility closer to the operating level. (The Times-Mirror Co. is now a holding company with a number of divisions, including the television, investment, commercial printing, and paper products divisions, as well as the newspaper division.)

Says Chandler, "No longer was it feasible or practical to have classified, display and circulation managers reporting directly to the corporate management level. . . There are many facets in the departments' sales and promotional programs that are homogeneous and require correlation and collaboration."

His plans are to have the marketing manager responsible for formulating and directing new sales and promotional programs to produce more revenue. Current project is to put together a portfolio of operational or control reports on each aspect of the three sales departments.

These operational studies deal with everything from call-frequency patterns to performance-review studies on circulation roadmen.

The marketing manager concept is an outgrowth of a complete management study undertaken by The Times-Mirror Co. eight months ago. The study was inaugurated by the president's executive committee with the assistance of a management consultant firm and dealt with additional subjects.

Chandler has been with the company for almost six years since graduation from Stanford University in 1950 and a two-year stint with the Air Force. For most of his tenure with the company he was enrolled in a formalized executive training program which took him to every major department of the newspaper division.

For the past year he has been assistant to the president and secretary of the president's executive committee.

Ed Brant, who takes on the marketing manager post at the Mirror-News, was assistant director of public relations. He emphasizes the differences in the operations of the two newspapers: The Times is a morning paper, the Mirror-News a p.m. The Times has daily and Sunday issues, the Mirror-News publishes six days. He says: "These and many other factors bring about distinctly different problems in the circulation and advertising selling efforts."

"In the case of both newspapers, I am sure that bringing the revenue producing departments under the direction and control of a marketing function will do much to eliminate wheel spinning and divergent activity."

DECEMBER 5, 1958

salesmen
everywhere
vouch
for
this
medium!

There's one daily publication whose sales-producing power is known and respected by salesmen all over the country. It's The Wall Street Journal. It pulls inquiries and orders from every sales territory. Here's why:

In each business community, you'll find a class of men who keep getting ahead in their companies and in their jobs. These are the men who make the business decisions: they authorize, endorse or specify purchases . . . and they read The Wall Street Journal every business day. Journal advertisers, in short, talk to business buyers—when they're the hottest prospects—at *your* point of sale and *their* point of purchase. Try The Wall Street Journal, and see how business buyers can *really* respond.

THE WALL STREET JOURNAL

Published at
NEW YORK & WASHINGTON, D. C.
44 Broad St. 1015—14th St., N.W.
CHICAGO—711 W. Monroe St.
DALLAS—911 Young St.
SAN FRANCISCO—1540 Market St.

How Many New Accounts Must You Get Each Year?

First, figure out how much net profit your present accounts bring in. Then compute your net loss on annual account turnover. Now you are ready to determine your new-account bogey.

By JOHN PRINTUP*

THE CASH VALUE of a customer determines profit or loss. Every one of your customers has an annual cash value—even if you sell a customer once and never sell him again. It's the dollar and cents net profit you get to keep after deducting all expenses of making the sale.

Cash value can be determined by a simple formula:

1. Add up your annual sales.
2. Count your customers who bought this volume.
3. Divide sales by number of customers to get average customer buying power.
4. Reduce your net earnings to a percentage.
5. Multiply that percentage by the average buying power.
6. That's the average cash value of your customers.

For example: Let's say you are doing an annual volume of \$1 million and you do this volume with 100 customers. Divide \$1 million by 100 to get the average customer's buying power—\$10,000. Now, let us suppose in your business you earn 4% net on your gross sales. Then, each customer is worth \$400 net profit to you. This is the average cash value of each of your customers to you.

Lose a customer and you lose \$400 right out of your own pocketbook. Add a customer and you have picked up \$400 in new net profits. Pick up 20 new customers and you pick up a new net profit of \$8,000. You can see how quickly winning or losing a customer makes the difference between profit and loss.

New customers equal extra profits

you would not get in any other way.

Also, consider the following. The average life of a customer for the average business is three years, or under, for the following reasons:

1. Customers are neglected 50%
2. Competitors wean them away 32%
3. Customers fail, become poor credit risks 4%

4. Customers die 2%

5. Customers move 3%

The turnover is terrific and you must constantly replace old customers with new ones. And to keep growing you must gain more customers than you lose.

The question, therefore, might very well be how many new customers do you need each year to keep growing?

If the average life of your customer is 10 years and you have 100 customers, you will have to get 10 new customers each year or go in the red. This is just the break-even point. To keep growing, to keep moving ahead, you have to exceed this one-tenth figure.

Thus, what one factor determines your net profit more than anything else? Rate of turnover! Bigger net profits depend on turnover and more turnover depends on reaching more buyers. The more prospects you have the more customers you can get.

What are you going to do about your business this year! ♦

A Junk Heap Economy?

"Let me make it plain that there are areas where obsolescence is natural—where the replacement of the old by the new affords pleasure and satisfaction. The ladies, bless them, want style changes in clothes from time to time . . . and time is getting shorter between each change. But these add spice and variety.

"My quarrel is with the kind of planned obsolescence that depends for its success on a distortion of basic values—that turns its back on honesty, denies the responsibility of today to the future.

"I think it's pretty important that we ask ourselves whether we are to permit the slums of tomorrow to be planned on the drawing boards of today? Are we as members of the greatest industrial society ever known to leave as our only monuments rusting junk heaps?

"You see some of the fundamental concepts of American business at its best are under fire. There are those who would have us turn our backs on quality and product integrity . . .

"They advise us to forget about talking quality and to make our pitch on novelty—on superficial features which we can easily change in a short while, so that the old will be obsolete. They tell us that this is 'selling the sizzle instead of the steak.'

"I'm not knocking advertising or merchandising which bases its appeal on an understanding of human motives. That's good and it's necessary. I simply want to point out that if you are selling the sizzle you had better have a steak under it—or somebody will bite your hand."

—Fred M. Hauserman, President
E. F. Hauserman Co.

* John Printup is southern representative for *Practical Builder*, and *Building Supply News*, based at Miami, Fla. Printup's views have just been circulated by Miami Window Corp. to its dealers.



Ford Motor Company

These specially decorated glasses are available to dealers to use in their sales plans.



Ohio State University

uses boxed sets of this specially decorated glass for sale to alumni organization as a means of keeping interest high.



Nooter Corporation

used sets of this glass as gifts to customers and convention souvenirs . . . good-will building gifts.

Your Trade-mark is right at hand when it's on a Libbey Glass

Put your Trade-Mark on a Libbey Safedge® Glass and it will be a point of interest every time the glass is used . . . a constant reminder of your name and service.

Whether multi-color or single color, your Trade-Mark will add to the appeal and beauty of the glass as a skillfully applied design . . . to last the long life of the glass.

Sets of Libbey Glassware decorated with your Trade-Mark are wonderful for sales stimulation, new product introduction or good-will building, souvenirs, commemorative gifts and many other uses. Nationally advertised, Libbey Glassware is always welcome, always appreciated . . . provides an ideal background for your Trade-Mark.

Put your Trade-mark in your customers' hands

SEND THE COUPON NOW FOR FURTHER INFORMATION ►

Premium Department, Libbey Glass
Division of Owens-Illinois, Toledo 1, Ohio

☐ Please send me information about my Trade-Mark on Libbey Glassware.

☐ I am also interested in other special designs.

Company _____

Address _____ City _____ State _____

Name _____ Title _____

SM-11

LIBBEY SAFEDGE GLASSWARE
AN **®** PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



ONE CARD for all these services

- ✓ Hotels and motels
- ✓ All forms of transportation purchased at American Express offices and from travel agents displaying this emblem
- ✓ Car rentals ✓ Restaurants ✓ Night clubs
- ✓ Auto service and repairs
- ✓ Florists and gift shops
- ✓ Plus many other services

SIGN OF WELCOME—THE WORLD AROUND

This handsome gold-and-black emblem, displayed at fine places the world over, says: "Your signature, with your American Express Credit Card, is as good as gold here!"

THE CARD THAT BRINGS UNIVERSAL RECOGNITION—BECAUSE IT OFFERS THE MOST OF ALL! Wherever you go, you'll notice this handsome emblem. And you'll notice *more* of them every day. For every day, new facilities are added to the American Express Credit Card.

Among them are restaurants, hotels, motels, resorts, night clubs, car rentals, auto service and repairs, gift shops, florists, telegrams and cables, theater tickets, stenographic services, parking facilities — and transportation, cruises, tours, sight-seeing at American Express offices and at travel agents displaying the emblem — plus many other services.

For this is the credit card backed by the American Express Company, with 108 years of financial stability and integrity — and an established reputation in world-wide travel, financial and other services.

If you appreciate the practical value and prestige of credit, as a modern way of life, you will certainly want your own American Express Credit Card.

The coupon below is for your convenience.

..... 232

American Express Company, Credit Card Department
Box 1885, Church Street Station, New York 8, N. Y.

Please send me an application for an American Express Credit Card.

Name

Address

City Zone

State

Business or Firm

Fee, \$6.00 a year. Additional cards billed to the same account, \$3.00 each.

.....

AMERICAN EXPRESS COMPANY

Headquarters: 65 Broadway, New York 6, N. Y. • 400 offices in principal cities of the world

TRAVELERS CHEQUES ★ TRAVEL SERVICE ★ MONEY ORDERS ★ FIELD WAREHOUSING ★ OVERSEAS COMMERCIAL BANKING ★ FOREIGN REMITTANCES ★ FOREIGN TRAFFIC

THE SCRATCH PAD



BY T. HARRY THOMPSON

At year's end, the cold war still needs thermostatic control. As this is written, however, we're ahead of the game. Like the fellow who could still walk out of the cemetery.

Hidden body: What a stripper starts with.

The business-research division of Keller-Crescent Co., Evansville 8, Ind., sends a reprint of Ted Johnson's "49 ways to make the telephone sell for you." Most of the 49 are case-histories.

Agencyman Russ Carter's 45-foot Chris-Craft, *Pattitu III*, berthing at Beach Haven, N. J., has a boys' room forward and another one aft. Over a rye-on-the-rocks poured in the galley, I told him that two "heads" are better than one (yuk, yuk, yuk)!

Belle: A natural for a ring.

Jack Bryan, director of the industrial department, St. Petersburg Chamber of Commerce, must wonder why Revlon did not jump at his idea of a Kiss-im-mee lip-stick, to be produced in Kissimmee, Fla., on the shores of the "Sleeping Tiger" Lake, and advertised as "a secret of seductive Indian maidens." Most advertisers are gun-shy when ideas come over the transom, regardless of merit.

Incidentally, Jack sends a provocative mailer which begins: "This capsule contains pure, sun-sweetened Florida air. (Not available elsewhere.) Caution: Use as directed, etc." Behind the capsule of sample air is a babe almost tumbling out of her Bikini.

Aside to Margaret Rudkin: Any merit to my notion that Pepperidge Farm Bread could be sliced about a quarter-inch thicker? The thin-sliced makes "Melba toast," but I like mine thick and chewy. Yes, I know you also have unsliced Pepperidge, but it's usually pounced on before I get around to the bread-shelf in the stores.

After thinking about it a lot, I have concluded that the Viceroy slogan, "A thinking man's filter . . . a smoking man's taste," is childish. As stupid as most of us are, we do not butter up that easily.

On another page, I am told to "Get the honest taste of a Lucky Strike." Am I to infer that some, if not all, other tastes are dishonest? It seems to me that cigaret copywriters protest too much.

As a cynical copywriter, perhaps too cynical, I would apply an air-force-academy phrase to much of today's cigaret advertising: "Organized confusion." Not that I know a better way, I hasten to add in self-defense.

Testimonial advertising adds to my personal confusion. Let us say that Stan Musial smokes Camels and Mickey Mantle smokes Luckies and Casey Stengel smokes Old Golds. Admiring all ball-players, how do I decide on a personal brand of cigarets? On the other hand, if Van Cliburn told me that Steinway had brilliance and depth he had found in no other piano, I would veer to Steinway . . . even if my own ear said that the Chickering and the Baldwin were equally good.

I'll bet a lot of my fellow craftsmen are glad they don't have to write any more gift copy this year. What can they ever say that hasn't been said a thousand times . . . and, most likely, better?

The Country General Store

A few of them are still around, so the Country General Store of blessed memory is not a total stranger to you.

What fragrances greeted you in this oasis as you stepped in from the hot and dusty road!

The iron coffee-mill with its red-and-gilt flywheel and the aroma of a rich roast dilating and delighting your nostrils.

The canisters of tea from the Orient pouring their perfume on the summer air.

Open trays of dried apricots, apples, peaches, and prunes lending and blending their own inviting smells with those of broom-corn, bolts of calico, pliable harness-leather, and rolls of bright oil-cloth.

The candy-showcase sending forth aromas sweet enough to fool a foraging bee, and memories of those pennies in our hot little hands as we surveyed the treasures under glass.

In the modern version, the cracker-barrel is gone. So is the pickle-barrel with its sour cucumbers bobbing in brine. So is the pot-bellied stove, resting from its winter stint and no longer cherry-red from close-packed coals.

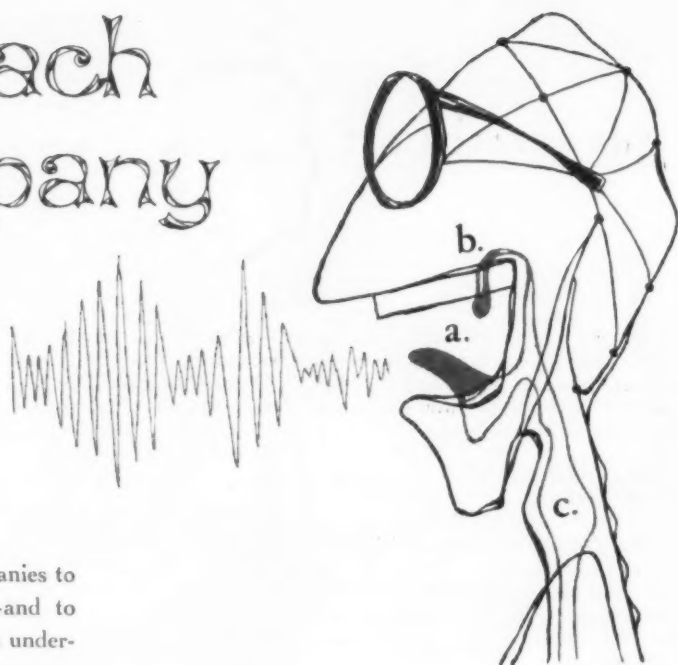
But a descendant of the original cat is still with us, poised to pounce on marauding mice when they head for the cheese.

Today's model is no mere supply-depot. Behind its clean, packaged brands is the magic of national advertising.

Nostalgia for the older model lingers, though, like the longing for firecrackers on the Fourth of July, for those of us unafraid to rake the embers of a bygone era.

—T. H. T.

How to teach your company to speak clearly



There has always been a real need for companies to tell people about themselves *as companies*—and to speak clearly, in such a manner as to be both understood and believed.

But that need has never been greater than it is now, and it is growing. Changing markets, new markets, shifting populations and income levels, diversification of companies, increasing shortages of skilled workers, technicians, and professional people, the increasing need for new risk capital—all of these factors, and more—make it increasingly important for companies to sell not only their products, but *themselves*. Future growth, sales, and profits will depend to a large degree on how well this job is done.

Unfortunately, too many companies are not doing it too well. They are not speaking clearly about themselves. Sometimes they are not speaking to the right people about the right things. Sometimes they run corporate advertising mainly because they have a feeling that it is the "right thing" for a sizable, dignified company to do.

When companies do not speak clearly about themselves it is usually because they have not *thought* clearly—about *what* to say, to *whom*, and *why*.

In view of your corporate ambitions, what specific impressions do you want to create on present and potential customers, markets, shareholders, employees, plant communities, distributors and dealers, suppliers, government officials, financial people? What do you want each of these "publics" to believe about you? Those are your corporate advertising objectives, and they should be just as clearly defined as the objectives of your product advertising.

Only after you have done the necessary corporate soul searching to know clearly what you want to say, and why, can you begin to determine the most effective way to say it. Only then can your company begin to speak clearly, and believably, about itself. And that is important, for it is what you cause people to believe about you *today* that determines your degree of success *tomorrow*.

We believe, and so do many of our clients, that corporate advertising—approached with sound marketing logic—is just as profitable as good product advertising. It is, in literal fact, a very practical form of insurance for future growth. We'd be happy to document that statement for you.

Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

SALES MANAGEMENT

"Mixed-up" Mail Spurs Sales

The Edwards Co. turns a salesman's "Dear Boss" letters into an offbeat selling tool simply by passing them around.

Dear Bob:

The other day I got a chance to rack up a few sales for a friendly contractor and do good at the same time . . .

That's the way the letter began. It was signed by Chet Wilson, a salesman for the Edwards Co., Inc., Norwalk, Conn. (signaling, communication and protection equipment).

It was addressed to his boss, Robert Kempton, general sales manager (now director of marketing). But it was received by approximately 150 Edwards' salesmen and 550 distributor salesmen.

That letter was the first step in an unusual parade of letters from a salesman to his boss that proved to be a potent sales tool for Edwards.

Here's how the parade started.

Last summer Kempton noticed that Chet Wilson (Long Island, N.Y.) was doing an exceptional job selling a new type of fire alarm system called Zonalarm in his territory. Kempton says his other salesmen weren't exactly asleep, but somehow they couldn't reach Wilson's level.

During a lunch meeting, Kempton learned the reason for Wilson's success:

Over the years he had developed six techniques that sold and he was busily applying them. Would he share them? "Of course." They ranged from a sample sale to encourage distributors to stock the item, to working closely with the building department of a town so that builders could get an important variation from the building code if this particular piece of Edwards equipment was used.

Kempton was impressed with the ideas. The only question was how could this information be passed on to the other salesmen and distributors in a potent way.

The solution: a series of six letters (plus a follow-up package) apparently written by Chet Wilson at the end of a selling day. Except for the first one (which had a "Prospect Park Civic Association, Inc." letterhead), each letter was written on the stationery of a hotel or motel in Wilson's territory.

The impression was that Wilson was on the road and sending in personal call reports. To make them appear as realistic as possible, they were two-finger typed on a beat-up machine—complete with strike-overs, corrections, ink corrections. Even the hotel envelopes they were mailed in were hand-stamped for an authentic appearance.

Each letter was devoted to just one of Wilson's selling techniques, explaining how and why he used it. They went out cold, with no prior warning, each one building on the one before. And the campaign gained momentum and interest as it progressed.

Because they were addressed to Kempton, it looked as though the letters were sent to the wrong person, making (says Kempton) for the added interest that automatically comes with reading someone else's mail.

Three were mailed in August, three in September . . . timed to end about two weeks before National Fire Prevention Week. Here's an example of the letters. This one is number three.

Dear Bob:

The sample sale is a great selling tool, in my opinion. It's even better when there's a good case history to go with it. Both of these angles went to work for me with Elmont Electric, and now Carl Tiersch is 'sold' way up to here on Zonalarm.

I first approached Carl after making a sale to Sachs Quality Furniture (more about this in my next letter). In this case I banged away hard at battery standby in case of power failure. And since I showed up with an order in my hand, Tiersch's resistance wasn't very high. In fact, he switched off from a competitive line and ordered a stock of Zonalarm.

But the real clincher came later. Seems that two hours after the Sachs store opened . . . you guessed it . . . a fire. We learned later that some joker had tossed a match into the paper-towel basket in the men's room on his way out. The flames started up the wall and could have really taken off, except that we had a thermostat in there.

Well, I don't have to tell you what happened. The gongs went off . . . the lights lit . . . and the store manager got to the little boys' powder room in a big hurry. When it was all over, he realized that Zonalarm had saved him from big trouble, not to mention the possibility of panic and the black eye his store would have got.

The manager, Mr. Rosen, who is also a vice-president of the chain, was so impressed he is putting a Zonalarm into his own home.

Naturally, I made sure all of this got back to Tiersch at Elmont Electric—and a bunch of other guys, too. And from now on this little true story is going to be a part of my script when I speak at distributor sales meetings.

Regards, Chet Wilson.

Entertaining isn't it. The letter might possibly have been written by Alexander Botts. But it also gives a few salient sales tips.

And Edwards got action. A number of men looked upon the situation as a personal challenge. "Wilson's not so hot. If he can . . . I can do better," was a typical attitude.

There was an immediate increase in the number of requests for the promotional material Wilson mentioned.

And one salesman, John M. Williams, reporting on an unusually successful meeting with distributor salesmen, wrote, "I would like to take credit for this, but in all fairness, I must admit that your mailings of Chet Wilson's letters had them sold before I arrived."

After the six letters had been received by the salesmen, Edwards mailed the wrap-up promotion: copies of all six letters "to refresh the salesmen's memories," and additional material on Fire Prevention Week.

Wrote Kempton, in a reproduced handwritten note attached to the folder: "By this time, you've read all of my letters from Chet Wilson. I hope you feel, as I do, that he has some good ideas. To refresh your memory, here are all six letters—to help you sell Zonalarm, too.—Bob."

Maybe it's time for you to pull out your ballpoint. ♦

Plants and Flowers

for
PREMIUMS
and
GIVE-AWAYS



Write for FREE SAMPLE
of an exotic plant

Worlds Largest Supplier
of Horticultural Premiums

Please write attention SETH MANN



ORCHIDS OF HAWAII, INC.

National Sales Office
305 - 7th AVENUE, NEW YORK 1, N. Y.

**NEW IDEAS
IN 4-COLOR
BULLETINS**

Fresh, lively formats for
letters and self-mailers

**FREE CATALOG
of 22 new designs**

IDEA ART
307 5th Ave., New York 16
Phone: MUrray Hill 6-7270



A MODEL FOR EVERY PURPOSE

Tell your story better
with an Oravisual easel.
You have 26 models to
choose from.

Write for free 24
page catalog.

ORAVISUAL CO.

Box 11150
St. Petersburg 33,
Florida

-SM- Sales Promotion Section MAIL PROMOTION

By JANET GIBBS, Sales Promotion and Direct Mail Consultant

Mo Cheol Thu!!!

(Congratulations)

CONGRATULATIONS indeed to the Whiskey Distillers of Ireland and their advertising agency (Weiner & Gossage, San Francisco) for a campaign destined to revive the popularity of Irish whiskies. When their whimsical magazine ads are backed up by the direct advertising program now in the works, they may well be responsible for sending vodka back to the Russians!

To quote a line from their first ad, "advertising costs the earth," this group set out to capture a specific market. Using The New Yorker magazine as a starter, they developed an offbeat campaign for an audience considered the "trend setters." It was designed to enchant these good people with the magical spirits known as Irish whiskies.

This wonderful series consisted of eight ads, spaced two weeks apart for fast, hard impact. The kick-off asked in a big bold headline: "Has Ireland Been Led False By A Baker Brazilian Berry?" Then followed copy written by an American cousin to the little men of Ireland. You just had to read it. Few illustrations were used, just exciting copy and a beautiful selection of type faces. Each ad ended right where the page space ran out—in the middle of a word, sentence or paragraph. The story continued in the next issue.

The whole series was built around the controversial question of whether or not the Western craze for Irish coffee was robbing thousands of Americans of the chance to really taste the elegant, burnished, emphatic flavor of the whiskey itself. (The Whiskey Distillers of Ireland fathered the campaign of course.) The second in the series of ads announced, "Oh, It's A Horrid Thing To Be Torn Between Pride & Profit," then discussed whether or not Irish whiskey had sold its birthright for a mess of coffee pottage. At this point, a direct mail device was introduced. While confessing that popularizing Irish coffee had made the dear sales curve soar upwards, the distillers also admitted that profit is not all; they are also an enormously proud lot when it comes to their whiskey. They invited readers to stand for the party of their choice—either the Pride or Profit party. To this end they offered badges you could wear to show your allegiance. You had to find the offer somewhere in the middle of the copy and write to Ireland. I did—and so did some 3,000 readers within two weeks. Most of these requests were airmailed (15c postage). Later surface mail delivered many more!

Within a week I had my answer. (Why I've waited longer for a response from Brooklyn.) From Dublin came two badges (I couldn't decide which party to join), the recipe for Irish coffee, an illustrated list of the brands available and a covering letter that was a gem.

(continued on page 76)

Is 60% of Your Direct Mail Budget WASTED?

A recent authoritative survey shows that 60% of a company's direct mail budget will be wasted unless the direct mail is professionally planned and produced . . . that direct mail campaigns are frequently handicapped from the start by mistakes the users don't know they are making.

Are you sure that your direct mail is protected against costly failure? *And paying its own way with healthy sales increases?* Why not check your direct mail operation against what DMCP offers. Write today for your copy of "DMCP Associates." We think you will agree that it was well worth writing for.

Get Your Copy of "DMCP ASSOCIATES"

It tells what DMCP is . . . what it offers
. . . how it can help you increase sales.



What Is DMCP?

DMCP is a group of direct mail companies specializing in creating and producing direct mail to solve specific sales problems.

It creates and produces over \$10 million of direct mail annually.

It is staffed with experienced direct mail people who have an astounding success record.

DMCP headquarters has a complete ever-growing library of successful direct mail campaigns for accounts ranging from ant farms to zoological gardens.

What DMCP Offers

- a service that cannot be duplicated by any company anywhere.

- | | |
|---|--------------------------------|
| • National Headquarters | lytically Classified. |
| • National List Compilation | PLUS |
| • National Supervision | • Local Representation |
| • National Creation | • Local Direct Mail Production |
| • National Library of Campaigns Statistically, Analytically | • Local Control |

No Direct Mail Program . . . Big or Small . . .
Is Too Complicated or Involved for DMCP.



DMCP Associates
1814 Jefferson Avenue,
Toledo, Ohio

I'd like to receive a FREE copy of
"DMCP Associates."

NAME

TITLE

COMPANY

ADDRESS

CITY STATE

If you're an S.P.M., it's FREE!

Authoritative check list...
"All You Need to Know
about Point-of-Purchase."
Valuable inside stories of
problems solved by leading
firms. Names names, too.
Actual case histories illus-
trated. No charge to re-
sponsible sales executives
writing on firm's letterhead.
Address Copeland Dis-
plays, Inc., 537 West 53rd
Street, New York 19, N. Y.,
Dept. S.

Mail Promotion (continued)

Quite evidently the mailing had been planned and produced when the ad campaign was developed. The letter, written in the same fey brand of copy was an individual response to my own indecisive letter. Here it is:

Dear Miss Gibbs,

To tell the truth we are a bit taken aback at what has been happening since we started to put the Whiskey announcements in The New Yorker magazine. At the beginning we thought we might hear from a few old friends and we hoped to make a few new ones. Well, the way things are turning out we are getting a whole sheaf of letters in every post, and we're being put to the pin of our collar to write to everyone.

Yes, you certainly have a problem on your hands, and we think the best way to solve it is to send you both badges; then you can wear whichever one suits the mood of the moment. This way we hope we have saved your honour. Any time you feel like writing us a line or two about the Coffee or the Whiskey it will be truly welcome.

Slainte.

The letter was individually typed; all enclosures had been assembled in a folder. The badges could be pushed out easily, the pin was already attached.

Wholesalers, distributors, retailers and the consumer (hotels and restaurants later) are on the receiving end of the direct advertising program to merchandise the campaign, to sell the products. Salesmen and consumers alike are wearing the badges which make great conversation pieces. And because of so many requests the ads themselves have been reprinted and are sent enclosed in a handsome folder.

The eight-part ad campaign continued with No. 3 presenting a story on "Stand Up & Be Counted! Are You Pride Or Profit?" This time a coupon was included in the copy. No. 4 offered "A New, All New Recipe For Brazilian Whiskey"—a new switch suggesting that the hot coffee be put back in the pot before the whiskey, ice and soda were poured into the glass. No. 5 was titled "Now Here Is What You Must Look For" and it included a single page catalog. Three more followed: "The Boston Coffee Party," "The Great Coffee Smuggling Scheme" and "The Ten Day Irish Whiskey Wonder Diet."

There is no question but that these ad reprints, either actual size or reproduced in miniature folders, will be treasured by both seller and buyer. They are fun, and whether delivered via the mails (the Irish postage stamps are exciting, too!) or handed to you by a leprechaun, they'll be equally effective.

Just in case—you can write to Pride, P. O. Box 186, Dublin, or Profit, P. O. Box 207, Dublin, for your badge and recipe. Some reprints may still be available.

'Tis likely this campaign will persuade many (me, too) to switch from eggnog to Irish coffee this holiday season.

Bun Baidh is Beannacht (a victory and blessing to you).

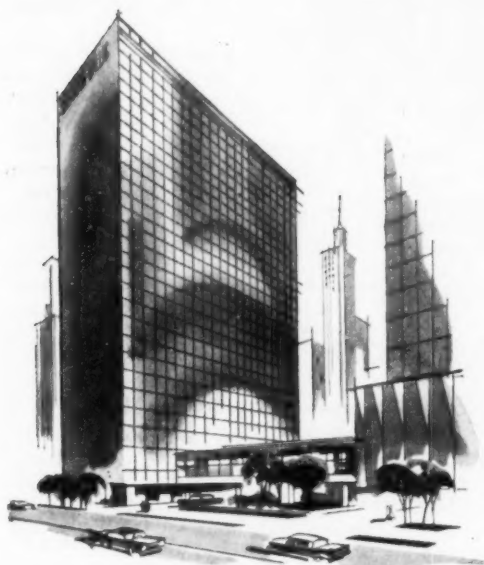
SHERATON

- DALLAS

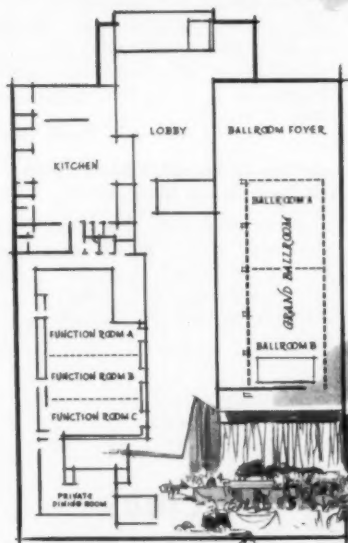
\$2,500,000

IN CONVENTION BILLINGS

**...for a Hotel to be opened
in March 1959**



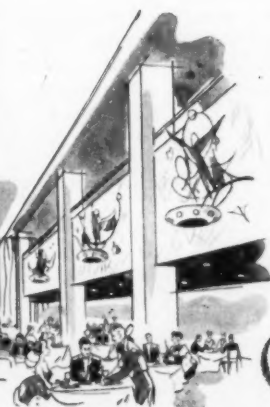
Convention Planners are sharing our enthusiasm for the **SHERATON-DALLAS HOTEL**, in Southland Center, Dallas, Texas. The hotel will be opened March 1959. But convention planners across the nation aren't waiting for the opening. Bookings are pouring in — many of the most important groups in the U. S. A. are making their plans around this fabulous new hotel. They know they'll be rewarded for their far-sightedness in planning a convention that delegates will be talking about the rest of their born days. The Sheraton-Dallas represents the crowning achievement of Sheraton hospitality. It has been built with but one thought in mind: *Luxury*. In bedrooms and suites, in ballroom, meeting rooms, dining rooms — every delegate will live and feel like royalty. Here are a few of the dramatic highlights of the magnificent SHERATON-DALLAS:



BALLROOM FOYER SEATS OVER 2000

The luxury Ballroom seats 1,037 for banquets, 1,482 for meetings. It can be divided into two separate ballrooms, or joined with the Foyer to seat 1,521 for banquets, 2,172 for meetings. There are five other major function rooms, and the entire 28th floor is devoted to multiple-room suites.

MAKE BOOKINGS NOW: For available dates and complete information write Ray L. Dieterich, Sales Manager, Sheraton-Dallas, Room 501, Southland Life Building, 1416 Commerce St., Dallas, Texas. For information on convention facilities at the other 48 Sheraton Hotels, write National Convention Headquarters, Sheraton-Park Hotel, Washington, D. C.



SHERATON
the proudest name in **HOTELS**

IN 39 CITIES — COAST TO COAST IN THE U. S. A. AND IN CANADA

EASTERN DIV.

NEW YORK
Park-Sheraton
Sheraton-East
(formerly the Ambassador)
Sheraton-McAlpin
Sheraton-Russell
BOSTON
Sheraton-Plaza
WASHINGTON
Sheraton-Carlton
Sheraton-Park

PITTSBURGH

Penn-Sheraton
BALTIMORE
Sheraton-Belvedere
PHILADELPHIA
Sheraton Hotel
PROVIDENCE
Sheraton-Biltmore
ATLANTIC CITY
Sheraton Ritz-Carlton
SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY

Sheraton-Ten Eyck
ROCHESTER
Sheraton Hotel
BUFFALO
Sheraton Hotel
SYRACUSE
Sheraton-Syracuse Inn
BINGHAMTON, N. Y.
Sheraton-Binghamton
(opens early 1959)
MOBILE, Ala.
The Battle House

MIDWESTERN DIV.

CHICAGO
Sheraton-Blackstone
Sheraton Hotel
DETROIT
Sheraton-Cadillac
CINCINNATI
Sheraton-Gibson
ST. LOUIS
Sheraton-Jefferson
OMAHA
Sheraton-Fontenelle

LOUISVILLE

Sheraton Hotel
The Watterson
DALLAS
Sheraton Hotel
(opens early 1959)
AUSTIN
Sheraton-Terrace
Motor Hotel
AKRON
Sheraton Hotel
INDIANAPOLIS
Sheraton-Lincoln

FRENCH LICK, Ind.

French Lick-Sheraton
RAPID CITY, S. D.
Sheraton-Johnson
SIOUX CITY, Iowa
Sheraton-Martin
Sheraton-Warrior
SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract
CEDAR RAPIDS, Iowa
Sheraton-Montrose

PACIFIC DIV.

SAN FRANCISCO
Sheraton-Palace
LOS ANGELES
Sheraton-West
(Formerly The Sheraton-Town House)
PASADENA
Huntington-Sheraton
PORTLAND, Oregon
Sheraton Hotel
(opens fall 1959)

CANADIAN DIV.

MONTREAL
Sheraton-Mt. Royal
The Laurentien
TORONTO
King Edward Sheraton
NIAGARA FALLS, Ont.
Sheraton-Brock
HAMILTON, Ont.
Sheraton-Connaught



We Suspect Thieves

Many Sales Management subscribers are reporting that the famous July 10 Survey of Industrial Buying Power is either "lost, stolen, worn out," or "appropriated by ambitious associates." If your copy of this industrial marketing break-through issue has vanished, our Readers' Service department can come to your rescue until the few remaining copies are exhausted. Copies are \$2.00 each. Address:

Sales Management

630 THIRD AVENUE • NEW YORK 17, N. Y.

SM Sales Promotion Section SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

Opportunities to Use Showmanship

I've been to a thousand different restaurants in the past few years, but one stands out in my memory because the food and service were glamorized and dramatized in a simple yet highly effective manner that left an indelible impression. How many retail establishments—or businesses—for that matter—use showmanship like that practiced by the Newarker Restaurant, Newark Airport, New Jersey? Some of the things they do:

1. They dim the lights when anyone is served cherries jubilee.
2. They serve a cowboy cocktail to the child when the parents order a cocktail.
3. They light a sparkler on top of an ice cream soda—and protect the soda with Reynolds Aluminum.
4. When someone orders six clams, they serve a seventh on a separate plate with a sign, "Our customers always feel like one more."

Conversation Stimulations

The Marvic Co., 861 Manhattan Ave., Brooklyn 22, N. Y., specializes in producing creative sales ideas—many in the form of direct mail enclosures, give-aways and premiums. One clever credit card, timed to coincide with the burgeoning of credit card plans, has a built-in hole and the legend, "This card entitles the

bearer to go into the hole whenever he chooses."

Another printed piece, called "Mr. Nosey," can be inserted in a salesman's pocket, with just Mr. Nosey's hands and large nose protruding. When someone asks what Mr. Nosey is doing in his pocket, the salesman pulls the entire printed piece out—sales message included—and gives it to the questioner.

For free samples of these and other sales-building ideas that "outthink instead of outspend the competition," write to I. V. Nissman of The Marvic Co.

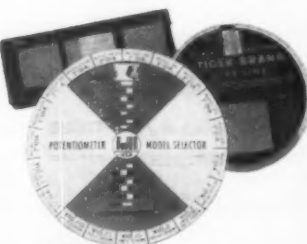
Low-Cost Advertising Medium

Embroidered emblems worn by anyone connected with your product who comes in contact with people are an attractive, inoffensive, yet effective way of making walking billboards.

For an idea-stimulating assortment of attractive embroidered emblems, write to John C. Atkinson, Director of Sales, Lion Brothers Co., Hollins, Poppleton & Boyd Sts., Baltimore 1, Md.

A Way to Increase Readership of Your Direct Mail

Have you seen the new mailing envelopes with a square, rectangular or other-shaped window through which a portion of a colorful, interesting letterhead or illustration can be seen?




SELECTORS

to speed up buying

Graphic Selectors help buyers or users choose your product correctly. Sizes, weights, models and other features are quickly and dramatically presented for accurate comparison. For example, selector illustrated gives 13 basic facts about each of 19 product models.

FREE SAMPLES: A note on your company letterhead will bring you sample Graphic Selectors and full information.



GRAPHIC CALCULATOR COMPANY

633 Plymouth Court, Chicago 5, Ill., Dept. D-22

8572

SALES MANAGEMENT

The Rylander Co., 216 W. Jackson Blvd., Chicago 6, Ill., has developed a line of full-color illustrated litho letterheads which lend themselves to Rylander's "direct vue" envelopes.

Examples of four-color bulletin headlines include:

"Here's Paydirt, Podner"
 "That Extra Something"
 "Take a Long Look"
 "Look What's Cookin'"
 "Impact"
 "Hotter Than a Four-Alarm Fire"
 "All Roads Lead to Sales"
 "Selling Is a Beautiful Business"
 "Go After the Big Ones"

Selling the Sizzle

A sprinkler system rental firm in the California desert uses signs that say, "Rain for rent."

A club formed for the purpose of getting together widowed or divorced men and women who have children is called the "Minus One" Club.

A supermarket chain offered a reduced price on an ice cream scoop if a customer bought a certain brand of ice cream. The promotion flopped miserably. Undaunted, the buyer turned the offer around, gave half a gallon of ice cream free to customers who bought the ice cream scoop. Result: a sellout.

Sign on a blind man's cup, "It is spring, and I am blind."

Making It Easy to Do Business

The Philip Lesly Co., public relations firm with headquarters at 100 W. Monroe St., Chicago, Ill., has developed a handy, productive means of getting editors and others to call them for information about Lesly clients. Lesly mails, to hundreds of editors, reporters, researchers, a batch of easy-to-file 3 x 5 index cards, each containing information on a Lesly client, plus names and office and home phones of Lesly personnel who should be contacted about that particular account.

Would you like a set of these cards? Drop a line to Philip Lesly, who will gladly send you one.

Sales Promotion Idea File is a review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17.



Realist stereo sells decorating and construction fast!

"Our problem of presenting completed work effectively was solved when we discovered Realist stereo photography," reports Doris Zirkel, Doris Zirkel Studio, 436 W. Wisconsin Avenue, Milwaukee, Wisconsin.

"We take Realist stereo pictures of finished rooms and have built a file of stunning three-dimensional slides. These slides are exceptionally important as a means of selling our work and they help customers choose the materials, patterns and arrangements they prefer quickly and without doubt.

"Customers often remark that the true-to-life qualities of the slides make them feel like they are in the actual rooms photographed."

Apply this dynamic sales aid to your product or service. This is one of countless ways Realist stereo photography can be used as a

powerful tool to increase sales. Realist stereo slides display any product or service to best advantage—get across sales features to prospects quickly and with the impact of life-like depth and color.

Investigate the possibilities of using Realist stereo photography to help your firm sell its product or service faster and with greater ease. Send post card for free copy of *Realist stereo 3D booklet* today.

Quality Slide Duplicating

Realist, Inc. makes duplicate stereo and 35 mm. slides with amazing accuracy. Order 1 slide or 1,000 with the assurance each will be a clear-cut copy of the original. Mounted in cardboard, ready for viewing. New low prices to industry. Fast delivery.

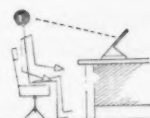


Realist F3.5 Stereo Camera \$129

Realist®

Everything in stereo: camera, viewers, slide mounting, etc. A subsidiary of David White Instrument Co., 2051 N. 19th St., Milwaukee 5, Wisc.

*Tell More!
 Sell More!*



WITH A *Pitchmaster!*

An ordinary ring binder that we have made into a valuable selling tool... it sets-up and takes-down in split seconds. Its simplicity makes it inexpensive. Carried in stock. Also 100s of other items.

SEND FOR FREE FOLDER!

Sales Tools, Inc.

1704 WEST WASHINGTON BLVD.
 CHICAGO 12, ILLINOIS



DEALING WITH DEALERS. Author G. F. DeCoursin (left) listens while Four Wheel Drive dealers Robert L. Koehler (center)

and Ray J. Schuster fill him in on the tips that they gave to FWD district managers at the company's sales work shop.

What Dealers Want—and Don't Want— From Factory Salesmen

Four Wheel Drive Auto Co. dealers set up specifications for the kind of salesman they find most helpful. If you sell through dealers, most of their ideas can be applied to your men too.

By G. F. DeCOURSIN

Vice President in Charge of Marketing
Four Wheel Drive Auto Co.

What kind of help do dealers and distributors for industrial companies want from their factories' field salesmen? What kind of "help" don't they want?

The 19 district sales managers of the Four Wheel Drive Auto Co., Clintonville, Wis., heavy duty vehicle manufacturer, learned the answers to these questions at their recent second annual field sales workshop.

Dishing out the answers were two FWD dealers—Robert L. Koehler, president of the Calavar Corp., Los Angeles, and Ray J. Schuster, owner of Illinois FWD Truck & Equipment Co., Chicago.

Both men emphasized the importance of the factory man's giving the dealer help and guidance on new applications of the product and new markets for the product.

In this connection, Koehler said the factory man "needs to have a broad, over-all view of where the dealer should be going. He should tell me where he wants me to be a year from now and give me a plan on how to get there.

"I don't want him to worry about my day-to-day operation—I can take care of that myself."

Both dealers presented other tips on what the factory man should and should not do in his dealings with dealers. Here is their list:

**13 Do's
for Factory
Field Men . . .**

1. Know your products, your markets and what sales helps—such as advertising, promotion items and literature—the factory provides.
2. Focus sales attention on the local situation by concentrating on markets that are actually in the dealer's area.
3. Be able to conduct well-organized meetings for dealer salesmen.
4. Make calls with new salesmen to show them how to sell the product.
5. Make calls with salesmen on tough prospects.
6. Tell the management in dealerships how their salesmen are doing.
7. Check over the dealer's parts and service department to make sure it is doing a good job.
8. See that telephone order men in the dealership have the right price lists, and that the lists are up to date.
9. Advise the dealer on his physical plant set-up and location.
10. Keep the dealer informed on competitive conditions outside the dealer's territory.
11. Make at least one sale a year—so that the dealer and his salesmen will know that the field man can do more than just tell how the product should be sold.
12. Be optimistic about the product and its sales prospects but not to the point of deceiving the dealer.
13. Act as a "balance wheel" between dealer and factory, hearing gripes from both sides and trying to resolve them satisfactorily.

**One
Dozen
Don'ts . . .**


1. Don't encourage the dealer or his salesmen to waste time and money on promotions or conventions that will not pay off in orders.
2. Don't work in the dealer's territory without letting him know about it.
3. Don't criticize home office personnel to the dealer.
4. Don't criticize the dealer or his personnel, except constructively.
5. Don't encourage the dealer to buy products, equipment or parts that are beyond his needs or potential.
6. Don't make promises (in providing literature, information or other special help) and then not keep them.
7. Don't waste the dealer's time in idle conversation. ("Come in, get your business done, and get out," said Koehler.)
8. Don't make passes at the girls in the dealer's office.
9. Don't fail to spend a little money occasionally on a dinner or a small party for dealer personnel. But also . . .
10. Don't make a big splash entertaining the dealer's customers.
11. Don't make a habit of calling on prospects with dealer salesmen. (Such calls are helpful to new dealer salesmen, and they may help sell a tough prospect, but if they are overdone they will inhibit free exchange of information between salesmen and prospect.)
12. Don't encourage the dealer to buy products which have little or no application in his territory.

Who cares what happens to METALS?

Dr. Ralph Leiter, for example, Director of Laboratories at Philadelphia headquarters of The Budd Company, metalworking fabricators of components and end-products for the railroad, automotive, aircraft, missile and atomic energy industries.

Together with his staff of engineers and metallurgists—metals engineers—Dr. Leiter has been active in such diverse areas as developing alloys for Budd railway disc brakes; determining the best mass production forming and welding processes for auto bodies, chassis, wheels and brakes; and selecting, testing, forming, fabricating and heat-treating high temperature parts for missiles, rockets and jet engines. A major achievement is their development of a resistance-welded stainless steel corrugation-reinforced and sandwiched structure called "Integrated Core Panel", now being applied to a critical nuclear program and under test for supersonic aircraft for its high strength-to-weight ratio and resistance to heat.

By the very nature of their jobs, these men are fundamentally concerned with specification and purchasing decisions affecting metals. They are part of a larger group of 30,000 metals engineers across the nation whose job it is, similarly, to care what happens to metals—to take an influential interest in metals selection, processing, fabrication, etc. METAL PROGRESS anticipates their needs. They learn from it... depend on it... contribute to it. Reason enough that METAL PROGRESS is also your best advertising approach to this vital market in 1959.



Dr. Leiter heads an extensive staff of metals engineers. Here he inspects a forged and butt-welded compressor ring of a Pratt & Whitney Aircraft, J57 turbojet engine with Chief Metallurgist Charles B. Allen (L) at Budd's Red Lion Plant.



Marjorie R. Hyslop
Managing Editor



DISCUSSING

◀ a stamped, formed and fusion-welded high temperature jet engine component currently under manufacture at Budd.

INSPECTING

a disc-type brake on the truck of a Budd-designed RDC self-propelled Rail Diesel Car. ▶



EXAMINING

◀ a Sciaky Modu Wave Machine roll-welding operation on a Pratt & Whitney Aircraft engine afterburner.

*Engineers who care
what happens to metals
read...*

Metal Progress

*Published by The American Society for Metals
7301 Euclid Avenue • Cleveland 3, Ohio*

Write for a METALS ENGINEERING FACTOR ANALYSIS on your products



David F. Ritchie
Assistant Editor



Carl R. Weymueller
Assistant Editor



Dr. Allen G. Gray
Editor



Ernest E. Thum
Editor-in-Chief



With an unmatched technical knowledge and six years of Eastman research, the editors of Metal Progress know what 30,000 metals engineers must read.



Field Marshal Montgomery Defines Leadership

"Although there is much to explain about my doctrine of command it can be summed up in one word: leadership . . .

"My own definition of leadership is this:

"The capacity and the will to rally men and women to a common purpose, and the character which inspires confidence."

"Merely to have the capacity is not enough; the leader must be willing to use it. His leadership is then based on truth and character; there must be truth in the purpose and will-power in the character."

Your Leadership of Key Subordinates

"It is sometimes thought that when an officer is promoted to the next higher command, he needs no teaching in how to handle it. This is a great mistake. There is a tremendous difference . . . between a division and a corps; when an officer got promotion, he needed help and advice in his new job and it was up to me to see that he got it."

By FIELD MARSHAL VISCOUNT MONTGOMERY of El Alamein

IT IS ESSENTIAL to understand that all men are different. . . . Once I had grasped this essential fact of difference, I used to match the troops to the job; having studied the conditions of any particular battle which was impending, I would employ in it divisions whose men were best suited to those conditions, and preferred them.

It is exactly the same with generals; all are different. Some will handle well a mobile battle; others are best at the set-piece. Generals must also be matched to the job. In fact, I spent a great deal of time in consideration of this human problem; I always used for each job in the master plan the general and the troops best fitted for

that particular task. As a result each battle was already half-won before it ever began, because of the quality of my weapon vis-a-vis that of the enemy—who, as far as I could discover, did not work on the same philosophy.

The next point, still a human one, is the selection of commanders. Probably a third of my working hours were spent in the consideration of personalities. In dealing with subordinates, justice and a keen sense of fairness are essential—as also is a full measure of human consideration. I kept command appointments in my own hand, right down to and including the battalion or regimental level. Merit, leadership, and ability to do the job,

were the sole criteria; I made it my business to know all commanders, and to insist on a high standard. Good senior commanders once chosen must be trusted and "backed" to the limit. Any commander is entitled to help and support from his immediate superior; sometimes he does not get it, a factor to be taken into account if the man fails. If, having received the help he might normally expect, a man fails—then he must go. It is sometimes thought that when an officer is promoted to the next higher command, he needs no teaching in how to handle it. This is a great mistake. There is a tremendous difference be-

(continued on page 86)

A CITY LARGER THAN CINCINNATI IS HIDDEN INSIDE LOS ANGELES

More than 300,000 families—hidden from
your newspaper advertising
if it's not in The Mirror News



WHAT KIND OF A CITY IS IT?

It has 422,000 children—more children per family than any other metropolitan daily in Los Angeles.

83% of its providers are in well paying occupations—earning \$4,000 or more.

More than *half* of the homemakers are 39 or under. They're smack in the middle of their buyingest years.

They have more than \$1½-billion to spend on clothes, cars, appliances—anything advertised in The Mirror News—the *only* weekday metropolitan paper in 4 out of 5 Hidden City homes.



If your newspaper
schedule reaches 100%
of the families in any
of these major cities:

St. Louis St. Paul
San Diego Seattle
San Francisco

you're still covering
a market smaller
than the Hidden City
of The Mirror News.

Big Shopping Center Open
MIRRORED NEWS
**RECORD GROWTH SEEN
IN LOS ANGELES AREA**
Good Day
Predicted
Today

**LOS ANGELES EVENING
MIRROR NEWS**

Represented by O'Mara & Ormsbee,
New York, Chicago, Detroit,
San Francisco

4 OUT OF 5 HIDDEN CITY FAMILIES READ NO OTHER WEEKDAY METROPOLITAN PAPER

73½ YEARS SELLING EXPERIENCE*

by
Bert Ferguson
Exec. Vice-President,
WDIA



73½ years IS a long time. But that's just how long the capable, trained and experienced WDIA Negro air personalities have spent working at the art of selling. Not a single loss from one of America's greatest air sales staffs in the last six years!

\$4,396,854.81 IS a lot of money. That's just how much national and local advertisers have invested in these men and women in ten years of WDIA'S Negro Radio history. \$2,172,827.84 nationally and \$2,224,026.97 locally to be exact.

FIRST IN MEMPHIS!

It's a help to know what local advertisers think of a radio station. In 9 months of 1958, Memphis' own advertising fraternity has thought enough of this 50,000 watt giant of selling power to send \$204,211.62 through WDIA in search of a share of the \$616,294,100 the 1,237,686 Negroes in WDIA-land spend annually. Today WDIA still has more local and national advertisers than any other station in Memphis!

By the way, the percentage of Negroes in Mississippi increased from 45% to 46% from 1950 to 1958. Who'd have thought it!

You will miss 40% of the Memphis market if you miss WDIA! Buy WDIA and you'll get sales . . . sales produced by air experts with 73½ years experience. Top ratings in town.

* Here's how this impressive record totals up:

Nat D. Williams	10	years
Robert Thomas	4½	years
Willa Monroe	9	years
Theo Wade	5½	years
Ernest Brazzle	8	years
Ford Nelson	8½	years
Rufus Thomas	8	years
A. C. Williams	9½	years
Martha Jean	3½	years
Cornell Wells	7	years

WDIA is Represented Nationally

by John E. Pearson Company

EGMONT SONDERLING, President

ARCHIE S. GRINALDS, JR., Sales Manager

A Great Soldier's Views on Leadership

What can presidents of American companies, and their sales chiefs, learn about leadership from the famous British Field Marshal Bernard L. Montgomery, destroyer of Rommel in Africa in World War II, and commander of all Allied ground forces during the liberation of Europe under General Dwight D. Eisenhower?

Military commanders are recognized authorities on leadership. The battle is the pay-off. In business, a leader seldom holds life and death or the fate of his country in his hands. But the astuteness with which a chief executive selects his sales chief, for example, and how well his sales chief picks his subordinates directly affect the happiness and welfare of everyone in the company.

Field Marshal Montgomery is the only major commander among the Allied and Axis powers who never lost a battle. In World War II he gave the impression to the world of a cold, calculating, stubborn leader. He began as a division commander and ended as Chief Imperial General Staff.

"The Memoirs of Field Marshal Montgomery" have just been published (\$6, The World Publishing Co., copyrighted by the author). "Every word of the book," says Montgomery, "was written in the first instance in pencil in my own handwriting." In his chapter on "My Doctrine of Command" he outlines his views on leadership of soldiers. In this excerpt from this chapter Montgomery describes his technique for leadership of his subordinate generals and their key staff and line officers.

tween a brigade and a division, between a division and a corps; when an officer got promotion, he needed help and advice in his new job and it was up to me to see that he got it.

Every officer has his "ceiling" in rank, beyond which he should not be allowed to rise—particularly in wartime. An officer may do well when serving under a first class superior. But how will he shape when he finds himself the boss? It is one thing to be merely an adviser, with no real responsibility; it is quite another thing when you are the top man, responsible for the final decision. A good battalion commander does not necessarily make a good brigadier, nor a good divisional general a good corps commander. The judging of a man's ceiling in the higher ranks is one of the great problems which a commander must solve, and it occupied much of my time. The same problem must arise in civil life.

It is clear that my whole working creed was based on the fact that in war it is "the man" that matters. Commanders in all grades must have qualities of leadership; they must have initiative; they must have the "drive" to get things done; and they must

have the character and ability which will inspire confidence in their subordinates. Above all, they must have that moral courage, that resolution, and that determination which will enable them to stand firm when the issue hangs in the balance.

It is absolutely vital that a senior commander should keep himself from becoming immersed in details, and I always did so. I would spend many hours in quiet thought and reflection in thinking out the major problems. In battle a commander has got to think how he will defeat the enemy. If he gets involved in details he cannot do this since he will lose sight of the essentials which really matter; he will then be led off on side issues which will have little influence on the battle, and he will fail to be that solid rock on which his staff can lean. Details are their province. No commander whose daily life is spent in the consideration of details, and who has not time for quiet thought and reflection, can make a sound plan of battle on a high level or conduct large-scale operations efficiently.

This principle applies equally in civil life and especially in Governmental affairs. ♦

"This is the size we use for the Growing Greensboro Market!"

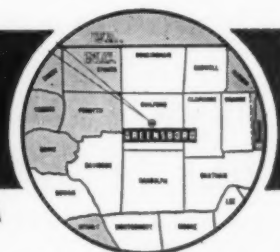


Whip up high-standing sales figures easily, instantly by delving into the Growing Greensboro Market. It's a miracle mix of current prosperity and record growth. In per family retail sales, the Growing Greensboro Market ranks fourth in the Nation and second in the South. One-sixth of North Carolina's population live in this prosperous market and account for one-fifth of the state's \$4 billion annual retail sales. Follow the simple directions of successful advertisers. Run regular schedules in the Greensboro News and Record and you'll have a package that produces constant and continual sales. Over 100,000 circulation daily. Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

Here's a REAL Pocket Secretary . . .



just the thing to give to your customers as a good-will gift — or to your salesmen, dealers or distributors at meetings, conventions and other important gatherings.

Available in Genuine Morocco, Genuine Cowhide and Genuine Pigskin. With your ad stamped in genuine gold, it is a useful, continuous reminder of YOU.

Let us know the quantity you need — we'll send cost information promptly.

Minimum order — 25 pieces.

For sample of No. 921 as illustrated, send \$3.00 — rebated on receipt of an order.

ADVERTISING CORPORATION OF AMERICA
Manufacturers . . . Easthampton, Mass.



Alcoa's "Schoolhouse": Tops in Public Relations

"Schoolhouse" is a book, a how-to-do-it book financed by Alcoa grant. It's handsome, readable, helpful . . . for communities, boards of education, parents, anyone and everyone concerned with getting the schools we need for a growing population.

FOR the more than 45,000,000 children born since World War II an estimated 500,000 new classrooms must be provided in the next seven years. Estimated cost: 20 billion dollars! It's one of our most urgent national problems.

A book which should prove valuable to all who must assume responsibility for building schools is "Schoolhouse: What To Do When Your Neighborhood Needs a School." Produced under a grant from Aluminum Company of America as a public service, it throws light upon practically every phase of the subject: planning, fund-raising, selecting the architect, choosing the site, and so on, through the details of setting up systems for heating, lighting and ventilating; and purchasing equipment.

Though comprehensive, the book is written in layman's language and enlivened by hundreds of appealing photographs, most of them showing children at school. Care and skill went into producing the book, and

material from many sources — the list of credits taking up five pages. Top honors go to Walter McQuade, who took a leave of absence from the editorial staff of Architectural Forum to edit the book; and the architectural firm of Eggers & Higgins, which directed the research.

Though Alcoa provided the funds, the book "is not a selling device for aluminum," and if there are any references to that material in it, they are incidental. One may assume that Alcoa likes the modern trend toward greater use of aluminum in both private and public construction, but sponsorship of the book is in line with enlightened corporate thinking — and action, in donating time, talent and funds to civic projects. Here's how it is explained in a foreword to "Schoolhouse," by Alcoa's president, Frank L. Magee:

"As soon as you become a corporation, you acquire certain responsibilities. Some of them are set by law. Others are not, but are almost as compelling because they are conventional — they are what a community

has learned to expect of a modern organization. But beyond these set responsibilities, a corporation soon finds itself acquiring additional ones. In our case, one of these arose thirty-odd years ago when we began selling aluminum in quantity to the building industry. This market has grown until each year we sell many millions of pounds for this purpose; it is not strange that today we now concern ourselves with this industry in general. . . . A corporation is like a person. It sensibly cares about the future that it shares with the whole country. Thus this book."

Though addressed to the adults who must assume responsibility for getting schools built, "Schoolhouse" is written with needs of the children uppermost. Typical of this approach is an excerpt from a section on "Chairs":

"Squirming, and discomfort at sitting quietly, persist all the way through high school and beyond. Seats seem very hard. With younger children it is sometimes a matter of wrong proportions. Chairs for them should be extra long in the seat because compared with adults their thighs are long, their calves short. But partly it is just that inborn craving for action . . . which cannot be assuaged even by the most action-packed curriculum. One fourth-grader spoke highly of the movable furniture in her classroom because, 'When the teacher says stay in your seat you can still move around a lot and she can't say you are out of your seat.'"

How to win the support of penny-pinchers and conservatives who cling to the Little Red House tradition is well covered, partly through a case history of what actually happened in Winfield, Kansas, which was almost split asunder on the question of building a new school. The chapter, "Shopping the Bond Market," gets down to the nuts-and-bolts of financing, with actual figures on interest rates, discussions of long-term vs. short-term obligations and so on.

Though its subject matter is serious, the book has light touches. Some arise from the cheerful cartoons of R. O. Blechman. Then there are the photographs, as, for example, a page of pictures of small fry engaged in the serious business of dressing to go outdoors. Caption: "Preparing a class of little children to face the weather can be a staggering task. The invention of the zipper did not solve it."

The closing pages of "Schoolhouse" present a pictorial review of completed buildings, with particular emphasis on single-story structures.

To Alcoa, a nod for a distinguished public relations project, executed with authority and style.—E.M.K. ♦

* Simon & Schuster, \$10.

Research measures

the sales influence of endorsements

and finds that magazines have a *Confidence* factor no advertiser should overlook...

Many good media carry advertisements.

But according to a recent study *only* magazines seem to endow the products they sell with an extra measure of confidence. And confidence means *sales*. For example:

40,930,000 homemakers are influenced in their buying decisions by the Good Housekeeping Guaranty Seal.

The researchers also found that when homemakers were asked to name all the seals, stamps or endorsements they could think of, magazines won three out of the four top places!

STAMPS, SEALS OR ENDORSEMENTS THOUGHT OF (FREE RESPONSE AND PROBE)	NO. OF CASES	WEIGHTED TOTAL
		3260
		% 100.0
Good Housekeeping	63.9	
U.S.D.A. (Meat Stamp)	32.9	
Parents' Magazine	18.3	
Life	16.6	
Underwriters' Laboratories	7.6	
U.S.D.A. (Unspecified)	7.4	
Pure Food and Drug Administration	4.5	
McCall's	4.3	
Better Homes and Gardens	4.0	
Ladies' Home Journal	2.9	
Look	2.3	
Saturday Evening Post	1.3	
American Medical Association	1.3	
Reader's Digest	1.0	

Now, when your sales may need *extra* help, get the facts on the Confidence factor that only magazines provide. They are revealed in the study made for us by Crossley, S-D Surveys, Inc., in consultation with the Advertising Research Foundation. A copy is yours on request.



Good Housekeeping

A HEARST MAGAZINE

Creates A Climate Of Confidence For Your Advertising



EMPLOYERS ARE BRIEFED: Dwight Emmel (left in photo) gives participating company representatives a run-down on the sequence of program events.

QUALIFICATIONS REQUIRED and descriptions of job patterns are offered by each participating employer. Here Charles Kovac is outlining sales opportunities in the Autonetics Div. of North American Aviation, Inc., Dayton, Ohio.



INTERVIEW REQUESTS are made through cards passed out to all job candidates attending.

FIRST INTERVIEW offers only enough time for employer and prospective salesmen to find out whether both are interested in a later and much more extensive interview.



Finding Good Salesmen Is a Selling Job!

This is one strong inference to be drawn from observation of an experiment launched nearly two years ago in Chicago in which groups of sales candidates meet with groups of prospective employers. Here's the story of "Sales Career Forums."

By DAVID J. ATCHISON

THIS IS THE IDEA: Many industrials are looking for qualified sales engineers. Many sales engineers, experienced and not-so-experienced, are seeking new and bigger job opportunities. Why not get the employers and the applicants together in groups?

The idea is being made to work through "Sales Career Forums" sponsored by Tom McCall & Associates, Chicago, a national employment group handling sales executives and top-flight salesmen only.

These meetings have been going on with increasing success for almost two years, since the evening just before Christmas in 1956 when an employer called Tom McCall stating that he wished to hire 10 men who had salary potentials of \$35,000.

McCall notified such clients as fit the requirements and they met in a small meeting room in a Chicago Loop hotel. "The employer goofed badly in his presentation," he recalls, "and not one man applied for the job. However, we gained something from this meeting—it gave us the idea of

holding such forums on a regular basis."

In conjunction with many electronic and mechanical engineering companies, 10 forums were held over a 22-month period, several within the past few weeks. Hundreds of qualified sales engineer applicants, 85% of whom were employed, had an opportunity to meet prospective employers (without the tension so often found when the applicant is interviewed alone).

All applicants invited to the forums have the minimum experience required by at least one of the half-dozen (or more) companies represented. These men, screened by an employment, or placement, manager (there are eight on McCall's staff), usually find that they are qualified for jobs offered by at least two or three of the employers attending the meeting.

Each of the eight placement counselors goes through his file of current, recent or old applicants and notifies candidates of the opportunity to be

found in the Sales Forum. Many men wait months for the right job.

Says McCall: "We're interested in the best sales jobs in the country. About half the employers either end up paying the fee or plan to pay for it to begin with. All others participate in some way or another, with the understanding that all men at the forum are registered with us and are obligated by the usual placement agreement. We do a lot of speculating to place men, and we consider our service complete when a man is accepted by an employer."

The average fee is 10% of the annual salary for jobs paying \$6,000 to \$9,999; from \$10,000 to \$13,000 it is 12%, and 1% a thousand thereafter.

How does McCall pull from 75 to 80 or more sales candidates to his meetings? He runs a display advertisement in the want ad pages of the Chicago Sunday Tribune, focused on the jobs that are open. Also, salesmen who have attended these forums refer other men to him. One man saw eight top-flight company representa-

grow with OKLAHOMA!



Oklahoma City adds new millions in shopping center expansion

Beginning of construction of one \$14,000,000 new shopping center (shown in architect's drawing above) and approval of another large center were events within one week in Oklahoma City, demonstrating expanding requirements of this vital market.

The Belleview Center, which will include 49 shops and stores totaling over 500,000 square feet of space, will park 5,000 cars. Among its stores will be the nation's largest Montgomery Ward store.

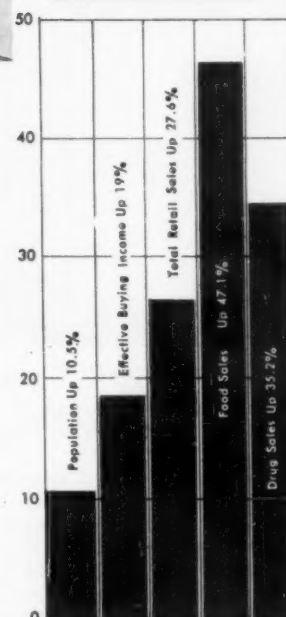
The beginning of construction of the Belleview Center and the approval of the new \$20,000,000 Capitol Gate

Center brings to 41 the number of full-fledged shopping centers in metropolitan Oklahoma City — many of them new, all of them showing expansion in the last few years.

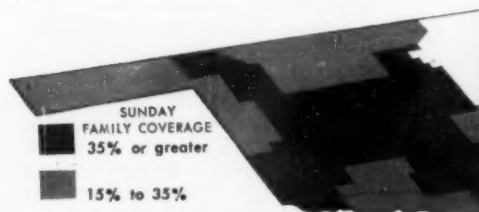
To meet the shopping needs of this busy retail center for the state, super markets, drug stores and many other stores operate seven days a week and are open nights till nine.

The Oklahoman and Times give advertisers unequalled coverage of this growing market. Are you getting your share? Schedule your advertising in the Oklahoman and Times to achieve the best sales results in Oklahoma!

OKLAHOMA CITY METROPOLITAN AREA



Source: 1958 and 1955 Survey of Buying Power



Published by The Oklahoma Publishing Co.
 Represented by The Katz Agency

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

tives at a forum, and had a five-minute interview with each. He had the opportunity to ask questions and get details, and finally was offered the chance to meet with those he felt he had something to offer.

"Those companies that make the best presentations before the group pull the greatest number of applicants," McCall says. "As a result of any forum, we average one salesman placed per company attending. In a late September meeting, 93 applicants attended, and we totaled 165 five-minute interviews. The employers were interested in 40 of the men.

McCall feels that one of the values of such meetings is that even though the employer comes with a specific sales job opening in mind, he often revises his plans when he sees the high caliber of men, most of whom are currently employed. An employer may come in with only one opening to fill, and then finds good men for whom it's worth creating other openings. Some companies want men for different divisions.

One company had 20 five-minute interviews, ending up with a definite interest in six men for the sales job—then hired two more men for jobs

other than sales—one for the laboratory and one for advertising. H. M. Harper Co. saw 28 men at one forum and showed definite interest in five for jobs other than sales. Stewart-Warner Corp. conducted 20 five-minute interviews on the spot and were interested in nine men. This company asked to be invited to all forums, regardless of the type of field being covered.

A small city manufacturer in downstate Illinois, when asked his opinion of the value of these get-togethers, told Sales Management, "If a manufacturer is located in a small community, as we are, there is a great deal of difficulty in locating good people to sell for you, and a definite problem in evaluating outstanding people. McCall's service provides a small company with the chance to get the pick of the salesmen market. Some salesmen want to move, but haven't found the right opportunity, and these are usually 'big company' men. Employed men are the best bet. Unemployed men make snap decisions to take anything, which might mean poor placement for them and a bad bet for us."

► Another employer commented: "We know within three minutes, at no cost to us, that we don't want a certain man. We like these meetings because it is an excellent way to observe personally a man's experience, personality and qualifications. When I figure what it would cost me in terms of money to screen this many men I feel certain this is the best approach, an opportunity to quickly meet a large, well-screened group of applicants, and to sell a job opportunity before a group of qualified men."

Another: "Each applicant obviously receives a quick idea of his own marketability by exposure to the requirements of several outstanding companies. Each employer has a chance to get a clear picture of how the opportunity he offers compares in today's market with the offerings of similar companies. One development of this program is that such an arrangement may discourage many sales managers from pirating salesmen from competitors. Here they meet with the men in a warm, friendly atmosphere—competitive, yes—but friendly."

A Sales Management reporter sat as an observer in an October Sales Forum held for electronics manufacturers exclusively. Among the companies represented: Kellogg Switchboard & Supply Co., Chicago; Autometrics Division of North American Aviation, Inc. (California); same company representative from the Dayton, Ohio, plant; American Electronics,



THE *Hollywood Beach* salutes **RAYMOND E. ROWLAND,**

President,

**RALSTON PURINA
COMPANY**

The career of Raymond E. Rowland is a classic illustration of progress through the ranks in the best American tradition. He joined the Ralston Purina Company in 1926 as a junior salesman, was made a district sales manager three years later, and in 1933 he moved up the ladder to assistant divisional sales manager.

In rapid succession, thereafter, he became a branch plant manager, assistant vice president, and vice president. In 1951 Mr. Rowland was appointed a member of the company's board of directors, and in 1956 he was elected president of the company which today is the largest manufacturer of scientifically balanced food rations.

In 1959, the Ralston Purina Company will hold its Presidents' Honor Council Meeting at the HOLLYWOOD BEACH HOTEL.



**HOTEL/GOLF CLUB
HOLLYWOOD/FLORIDA**

*New York Office: MU 8-6667
Chicago Office: SU 7-1563*

BEN TOBIN, President JOHN W. TYLER, Vice President

NOW . . . Choice 1959 Dates Available . . . Including February

SALES MANAGEMENT

Inc., Los Angeles; Photo Switch Division of Electronics Corp. of America, Cambridge, Mass., and Stewart-Warner Electronics Div., Chicago.

As each salesman registered in a private meeting room of the Palmer House, he was handed a single sheet of information and instructions which say in part: "How to sell yourself in five minutes! Our Sales Career Forums give you an opportunity to present yourself to employers in whom you are interested with the greatest economy of time. In one evening you will hear the full story of available job openings with several employers in your field.

"But are you prepared to take full advantage of this opportunity? You will be given approximately five minutes with each employer whom you elect to see. You've got a product (yourself) to sell in five minutes. Will you come out with the order (in this instance, an invitation for a second and more extensive interview)? . . .

"This is what the employer will want to know about you:

1. What do you sell—what is it used for, what is its capacity?
2. What is your territory—are you willing to travel and/or relocate?
3. What is your volume?
4. What special accomplishments have you had? Have you increased volume and new accounts? How do you rate on sales performance, contests won, etc? What technical assistance have you been able to give?"

Each man was handed a reprint of an article authored by McCall, which appeared in the Feb. 1, 1957 issue of SM, "What's Wrong With This Ad?" (for hiring industrial salesmen), and a reprint of a story in a September issue of Electronics.

► At the meeting were 95 applicants to listen to eight company executives attempt to "sell" their firms to top-level men, plus two "observer" employers who wanted to watch the thing work, and one observer applicant, there for the same reason.

It was obvious that the employer representatives sent by the home office to talk before the group were, in some cases, not wisely chosen by top brass. The executives who exuded personality and enthusiasm for their companies were the ones who pulled the most requests for interviews after the general assembly. Three companies failed to pull at all, while the five others had 21, 18, 15, 13 and seven requests by candidates for interviews on the spot.

Several salesmen did not find these particular offers attractive enough over their present situation and did not elect to be interviewed. Two or three companies that offered the best basic salary failed to pull the largest number of interviews; the men seemed more interested in the "medium" manufacturers where future earnings and security seemed assured.

Of interest to the men was a job of the type offered by Ken Morrell, Electronics Corp. of America, Cambridge, Mass. Morrell described his company as having 500 employees; the salesman he was looking for was in

the age bracket of late twenties to early thirties, and would work out of the company's Midwest office in the Prudential Building in Chicago. Job description: Most sales were to industrial groups in the Chicago area; there was practically no travel time; travel expenses were paid and leased car was furnished, salary was to \$7,000 with bonus of 50% of base pay possible.

All the way from Los Angeles came Philip Earl, representing the 11 year-old American Electronics, Inc. Among other things, the company manufactures refrigeration or cooling equip-



You can sell it every day
in the Cleveland
PLAIN DEALER

it's a 4½ BILLION DOLLAR RETAIL MARKET

Represented by Cramer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

FREE! Your Directory to the Top Warehousing Facilities in 83 Markets!



This Membership Directory will greatly simplify your work in the distribution and storage of merchandise. It gives the name and location of each member, along with pictures of his facilities. It also supplies information concerning finances, types of storage, floor space general facilities, insurance contents rate, and special services.

You can rely on American Chain members for finest facilities, capable personnel, most modern handling methods, good customer relations, and wide market coverage.

Get Distribution Costs from Any Chain Member, or From:

NEW YORK—John Terreforte, 250 Park Avenue, Yukon 6-7722, New York City.

CHICAGO—Henry Becker, 53 Jackson Blvd., Harrison 7-3688, Chicago, Illinois.

MAIL COUPON TODAY

for free copy of Membership Directory of American Chain of Warehouses

NAME _____
TITLE _____
FIRM NAME _____
ADDRESS _____
CITY _____ STATE _____

Detach and Mail to:

JOHN TERREFORTE
American Chain of Warehouses, Inc.
250 Park Avenue, New York, N. Y.

ment for aircraft and sells to that industry. Earl asked for men with education in engineering as "desirable," for a selling position with salary open, possibly in the \$9-12,000 bracket. He expressed a personal aversion toward stating any age group, believing that a good salesman can "function well" at any age. He said that sales jobs were open which "could lead to management opportunities for you."

Another particularly interesting job description that impressed the men to a high degree was given by Charles Kovac, Autonetics Div. of North American Aviation. This division specializes in equipment for aircraft and missiles, plus airborne magnetic tape recorders (for recording visual data, and with playback unit).

Kovac described Autonetics as being one of six divisions of North American, which has a total of 60,000 employees; his division is strictly autonomous. He described week-ends away from home as being a "rarity, and you only report to the home office in Downey, Calif., once every three months." He told the group that his firm has sales openings in

each of three areas, with \$8,000 to \$14,000 a year as basic salary.

Most employers, averaging out the specifications, offered \$8,000 as average base salary, stated age to be not of prime importance, and offered many company benefits and chances for advancement.

SM's observer made these notes in assaying the significance of what happened during the forum:

1. You don't attract good men solely by out-bidding other companies looking for the same kind of talent.

2. The company representative who appears before prospective candidates needs personality, poise, and the ability to set forth the facts as though he were making a sales presentation.

3. The best presentations are made up of a fine balance of hard facts, attention to factors that represent human values, and some answers to the question in every candidate's mind, "How much of a future is in it?"

To repeat the headline: "Finding good salesmen is a selling job." ♦

Wall-to-Wall Selling

"What about the 40% of consumer goods which Americans buy for which they have no functional need?"

"What makes Americans willing, often eager, to buy so many things that they really don't need as if they were basic necessities of life? What is the origin of this urgency to buy?"

"I maintain that goods are the principal symbols of status in this country. We live in a nation of unusual social mobility. A generation is not frozen in a social stratum. It moves through the levels, generally upward. Goods are one of the simplest forms of indicating a real or imaginary position in society . . .

"The important thing to consider in the dynamics of status is that while there is only one direction anyone is interested in—up—status operates at many different levels.

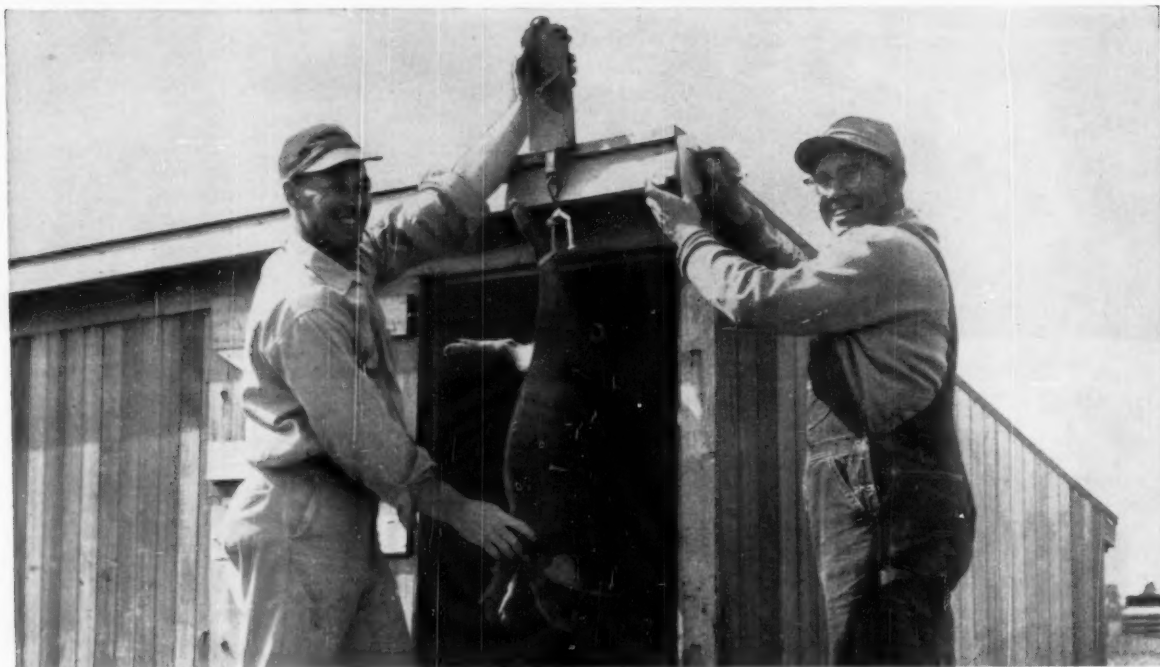
"We have high, middle and low needs as well as brows. In the work of our office on consumer products we design for the mass market, which means we design for the middle but that we must include a style leader for the high to reflect acceptance downward.

"It is interesting to note that the discount house is successful where it can use the status symbol established by the manufacturer of a brand name product and is weaker in the lines where the value and status are undefined."

—William T. Snaith
President,
Raymond Loewy Corp.

PRAIRIE FARMER LAND IS BUYING!

This year, Illinois and Indiana farmers will take in **718 million dollars from HOGS...**



There's
a third partner
in the picture

Father and son partnership of Russell and Orland McAllister, Waterman, Illinois, produce a healthy 100,000 pounds of pork a year, plus 120,000 pounds of beef. They are weighing the pig as part of a feed comparison they are making.

The third partner in the picture is Prairie Farmer. The McAllisters look to Prairie Farmer first for the information they must have to keep their business growing. Both in the editorial pages and in the ads, if it's in Prairie Farmer, it has a head start with the McAllisters.



World's Fair
of Agriculture
**FARM PROGRESS
SHOW**
Earl Elijah Farm
Clarence, Iowa
September 23-24, 1959

DECEMBER 5, 1958

**And the biggest slice of this will be
spent on products advertised in
Prairie Farmer...Will you be there?**

Prairie Farmer Land's 718 million dollar-plus bankroll from hogs is spendable income to the world's greatest concentration of high income farmers—part goes for producing more hogs—part goes for better living—more is spent on products advertised in Prairie Farmer than in any other farm publication.

Surveys tell us why.

Illinois and Indiana farmers prefer Prairie Farmer by 5 to 1 over next highest publication! Dealers prefer Prairie Farmer by 7 to 1! No other publication comes close. Invest your precious advertising dollars where the influence is.

Next Starch Readership Study, February 7th issue



Member of
MIDWEST FARM PAPERS
35 E. Wacker Drive, Chicago 3
Central 6-3407
250 Park Avenue, New York 17
YUkon 6-6264

West Coast representative
Townsend, Millap & Co.
110 Sutter St., San Francisco 4
159 S. Vermont, Los Angeles 4



Northeast, with Viscounts, Woos Big Businessmen's Market

The why: businessmen travel every day in the week, while vacationists concentrate on weekends. Undaunted by entrenched competition, Northeast is now fighting for a profitable share of the Boston, New York, Philadelphia and Washington traffic.

THE GREATER YOU GROW, the more you can lose.

In January 1957, Northeast Airlines, Inc., Boston, took the long leap from its native New England to Florida; expanded operating revenues last year by 50%—and multiplied operating losses nearly 10 times.

Northeast still "makes" Florida. In fact, this winter it will operate 13 flights daily between large northeastern cities and Jacksonville, Miami and Tampa. It hopes to add Fort Lauderdale (32 miles from Miami airport). It also gets to Montreal, from Boston.

A quick look at the calendar suggests that the two main parts of Northeast's route structure nicely complement each other: New England gets a lot of vacationists, but primarily in summer, and Florida likewise, primarily in winter.

But vacationists fly largely on weekends.

George E. Gardner, chairman, and James W. Austin, since last April president of this 25-year-old system, decided that sales growth would pay off in load factors and profits by concentration on the work week.

They decided, further, to concentrate on the busy "businessmen's commuter" market between four major cities—Boston, New York, Philadelphia and Washington. These are routes of densest traffic (excepting only San Francisco-Los Angeles)—but of toughest competition.

Whereas only two trunk lines, United and Western, divide the SF-LA bonanza, nine now compete for NY-Washington. Two of the nine, American and Eastern, take 90% of this business. The fact that they get it with varied equipment—Eastern operating seven types of planes and American three—hasn't kept the customers away.

But Jim Austin believes that Northeast's new and standardized equipment—Viscounts—supported by intensive, localized advertising, can create and cash in on a new concept of commuting.

Between these four eastern U.S. cities, and to Montreal, 10 new Vickers Viscount turbo-prop planes are now confirming Northeast's story of comfort and convenience on fast and frequent schedules. Started last August between Boston and Washington, the service has since been extended, with delivery of the new planes, to the other cities.

By December, Austin expects to offer almost hourly schedules in the daytime between New York and Washington and New York and Boston. At New York these flights start from LaGuardia airport—some miles and minutes closer to Manhattan than Idlewild or Newark. (continued)



why are you advertising?

You are asked to OK an ad campaign. The pictures are snappy. The layouts are good, the color strong. The copy sparkles. It looks all right...

But wait —

Just what is the advertising *for*? Specifically, what is each ad in the series supposed to *do*?

Is the advertising just to enhance prestige, to keep your name before the trade? If so, are you sure that's *all* it can do for you?

Does it seek to overcome specific sales obstacles? It can.

Is it supposed to produce good leads? It can.

Is it designed to help with the educational chore your salesmen face? It can.

Many sales executives have learned to their profit that advertising and sales promotion can carry a larger share of the sales load than they had ever thought possible — providing it is planned that way.

Advertising is most effective when it is assigned a definite part of the selling job — often a part that is time-consuming and costly for salesmen to cope with alone.

Whatever the advertising is designed to do, make sure it does it before you put that OK on the campaign.

The Schuyler Hopper Company
12 East 41st Street, New York 17, New York

"DC-7's and jets," he shows, "can't land at LaGuardia . . . at all the airports the Viscounts also permit quick turnaround."

In 1957 Northeast's efforts to find a fountain of profits in Florida led to a nearly fivefold increase in advertising expenditures, to about \$1.3 million, and the appointment of a "big" agency, J. Walter Thompson Co., to disburse them. In 1958 the company is spending \$1.5 million.

Much of this has been held for the current campaign for the "businessmen's" market.

The campaign emphasizes high-

frequency insertions in newspapers of the four markets. Announcement ads of 1,400 lines are followed by shots of 450 and 210. Consistent coverage is achieved by scheduling several dailies—in New York four "general" and two financial papers. Some papers run as many as four ads a week. Radio ranges from 20-second announcements to news programs, in all four markets. News on TV is scheduled in Boston.

In his present post Jim Austin also has worked to develop Northeast's reservation, sales and advertising functions. Nelson Fry, from United,



Jim Austin Pioneered Turbo-props in U.S.

As vice president, for 12 years, of Capital Airlines, Jim Austin devised a lot of ways to lure people off the ground. He was largely instrumental, for instance, in introducing Vickers Viscount turbo-prop planes to the U.S.

Capital uses them largely for longer flights.

Now, as president of Northeast Airlines, Boston, Austin has put a brand-new fleet of Viscounts to work to win "businessmen commuters" between the short-hop, high-density traffic centers of New York, Boston, Philadelphia and Washington.

Jim used to sell securities. With Northeast he's busy trying to "appreciate" the value of "America's fastest-growing airline."

AMERICA'S
INFORMAL
BUSINESS
CAPITAL

THE Greenbrier



AMERICA'S INFORMAL BUSINESS CAPITAL

. . . this is the reputation earned by The Greenbrier through its many generations of serving the every need of the nation's executives, business-wise as well as vacation-wise. At The Greenbrier you'll find all you could wish for and more in modern group accommodations for as many as 1,000. For example, the newly constructed, air-conditioned West Wing features an auditorium with a 42 foot stage, the latest sound and projection equipment, splendid banquet arrangements and a theatre with CinemaScope screen. In addition, The Greenbrier provides unsurpassed sport facilities, extraordinary service, wonderful dining and luxurious comfort.

YOURS FREE The Greenbrier Convention Story

Send today for your copy of this beautifully illustrated, 32-page brochure which gives you complete information on all the facilities of The Greenbrier. Write direct to Charles L. Norvell, Director of Sales. Information is also available at The Greenbrier's reservation offices at: New York, 17 East 45th Street, MU 2-4300; Boston, 73 Tremont Street, LA 3-4497; Chicago, 77 West Washington Street, RA 6-0624; Washington, D.C., Investment Building, RE 7-2642.

THE Greenbrier



WHITE SULPHUR SPRINGS • WEST VIRGINIA

SPECIAL WINTER RATES

Effective December 1, 1958 to February 28, 1959.

\$23 PER DAY, PER PERSON, SINGLE

\$21 PER DAY, PER PERSON, DOUBLE

Rates Include: a spacious, luxurious room, and The Greenbrier's traditionally fine meals. PLUS: golf course green fees (playable much of the winter) —swimming in magnificent indoor pool—membership in the Old White Club—and gratuities to service personnel.

was named v-p for sales and Wilson Offutt general sales manager. Joel Daniels and Joe Montgomery, who were with Austin at Capital Airlines, are now advertising director and art director of Northeast.

Northeast says a lot about the speed, smoothness, power and dependability of the four Rolls-Royce engines on each Viscount, and such plane features as "deep divan-seats" and "panoramic windows." Time-tables, ticket-office and other point-of-purchase material reiterate them —spotlighting the Rolls-Royce symbol on the engine nacelles.

One promotion device is a card listing alphabetically in each city local telephone numbers of all airlines—but showing Northeast about three times as big as any of the

SALES MANAGEMENT

others. Some cards also list local hotels.

At Capital, Daniels and Montgomery won National awards for direct mail pieces.

The system's sales force still totals only 19 men: eight in New York, five in Boston, and three each in Philadelphia and Washington. But two new ticket offices have been opened in Philadelphia and one each in Washington and Boston. A third New York office—supplementing those on 42nd St. and in Rockefeller Center—will serve the Garment Center, at 38th and Broadway.

Load factor on the initial Boston-Washington Viscount flights thus far has been 50%. Though this is better than the entire system averaged in 1957, it is still below the pay-off point. Jim Austin hopes, however, that these big-market Viscount schedules will "bring Northeast to America's attention, through businessmen."

Some of the 44-passenger Viscounts will serve Florida, too. But this service will be primarily with DC-6 B's—all coach, seating 76 passengers, two and two.

► Though an agreement with Pan Am may give National Airlines Boeing 707 "pure" jets on Florida runs this winter, Jim Austin claims not to be worried. And in his quest for smaller Florida airports, such as Fort Lauderdale, he points out that "others can't even get in there."

And, if need be, "we'll get jets..."

This last statement should end with a large question mark.

Ideally, an airline should take a lot of people (90% load factor) long distances between large centers. But in granting a franchise the Civil Aeronautics Board also requires an airline (under the time-honored principle of "public convenience and necessity") to serve a certain number of Potoskey, Mich.'s, and New Iberia, La.'s.

Jim Austin moved over to a line—smallest of all "trunk" transport lines in the country—which long had a lot more than its share of such stations. Before the Florida routes were authorized, Northeast's operating revenues came to only three or four percent of that of any of the big four (American, United, Eastern and TWA), and its revenue passenger mileage was even less.

Three-fourths of its stations still are such lovely, low-density New England spots as Bangor and Burlington, Hanover and Hyannis, Laconia, Lewiston, Wood's Hole, Woonsocket.

Also, in the airline business all the

"accidents" aren't fatal. It was, for example, largely luck that Northeast ever got to Florida at all.

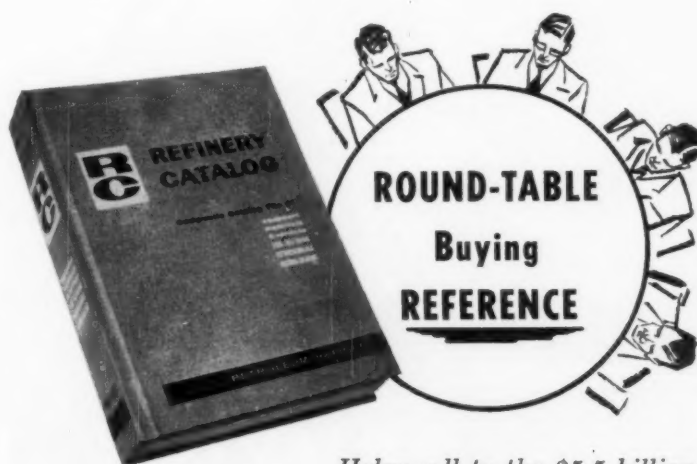
The lush New York-Miami run had been a joint monopoly of Eastern and National. When the CAB decided that this run rated a third service, big Pan Am, among others, started bidding heavily for it. To forestall Pan Am, Eastern and National (for perhaps the first time in their corporate lives) acted in concert. They asked CAB to award New York-Miami to little Northeast.

New York-Miami since has been awarded to other lines.

In the meantime, Northeast started its service with an accident near take-off from LaGuardia. The line had hardly recovered from this when recession settled down on business generally.

While total operating revenues rose from \$10.3 million in 1956 to \$15.9 million in 1957, total operating expenses nearly doubled, from \$10.7 to \$20.1 million. In the first half of this year Northeast lost \$3.3 million.

But its business continues to burgeon. While combined volume of the 12 domestic trunk lines in the year 1958 will be little changed from 1957,



... Helps sell to the \$5.5 billion Refining-Petrochemical Industry

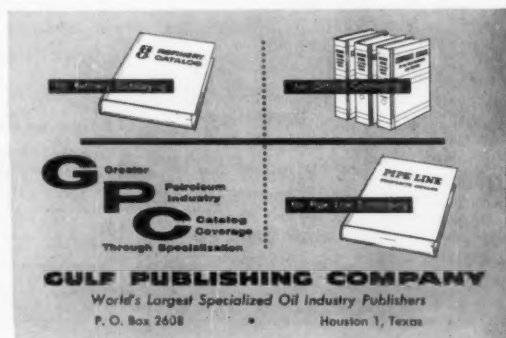
Purchasing in this \$5.5 billion annual market is a group activity, involving the recommendations of many key men. In addition to design or project engineers, the entire round-table of decision makers is covered by selective distribution of **REFINERY CATALOG**, to some 98% of the industry's known buying power at more than 9,000 buying locations.

REFINERY CATALOG fulfills a recently surveyed preference of 8-to-1 for a single buying reference over individual suppliers' literature. Through a quarter-century of usage, buyers have developed the habit of looking first in **REFINERY CATALOG**.

Be sure your catalog is there when your customers reach for their favorite buying reference—**REFINERY CATALOG**.

Write today for Fact Book, which shows how your present catalog can be conveniently prefilled in **REFINERY CATALOG** at a cost comparable to your present cataloging budget.

SALES OFFICES
Houston New York
Chicago Cleveland
Los Angeles Dallas
Tulsa Hannover
London





the gift for Christmas



Kem is the tough pure-plastic playing card. So rugged . . . they can't bend or dog-ear. So durable . . . they look like new after years of use. So easy to clean . . . they're guaranteed washable.

Your business friends will love crisp, flexible Kem Cards for family and social card games. They're lovely!

Buy Kems for Christmas! Write for our complete catalogue of patterns for bridge, poker, pinochle, canasta.



\$7.50
Double-deck
**KEM PLASTIC
PLAYING CARDS, INC.**

595 Madison Avenue
New York 22, N. Y.

Jim Austin expects Northeast to gross \$22 million, or nearly 40% more, and to tote one million passengers, as compared with 764,000 in 1957. The number of Florida passengers alone would multiply fourfold to 400,000. Average ticket has risen from \$12 to \$20.

Obviously, customers are coming to "America's fastest-growing airline."

And perhaps the breaks will come, too.

Launching of the "businessmen's commuter" drive in August was marred by a Northeast accident at Nantucket, and then a walkout of 750 mechanics.

This service is now entrenched and expanding.

But whether it and the others can grow fast and solidly enough to meet mounting costs and debt is a question. (In 1957 alone Northeast's long-term debt increased nearly \$9 million. Moreover, current liabilities rose three and one-half times, while current assets dropped one-third, to a 1-1 ratio.)

► The question must be answered—and soon — by Floyd Bostwick Odum, president of Atlas Corp., which has controlled Northeast for more than a decade and now owns 60% of its outstanding shares. (His wife, famed flier Jacqueline Cochran, has long been a Northeast director.)

But even Odum's enthusiasm for the future of aviation has not let him fly blind. And Atlas' policy has been primarily to take over control of sick companies, develop them, "appreciate" their value as rapidly as possible — and sell out.

Perhaps Northeast's concentration on the "businessmen's" market will turn back the red-ink tide.

More probable is the hope that these routes, equipment and schedules, and the prestige which promotion may win for them, will make Northeast look important enough for some major airline to buy.

Especially to American and Eastern, "New England's own airline" is emerging as a \$22-million-a-year nuisance factor. ♦



SERVICE is why America's top companies meet at Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting —see the difference real SERVICE makes!

NEW YORK CITY
The Manger Vanderbilt
The Manger Windsor
WASHINGTON, D. C.
The Manger Annapolis
The Manger Hamilton
The Manger Hay-Adams
BOSTON, MASS.
The Manger
CLEVELAND
The Manger

ALBANY, N. Y.
The Manger DeWitt Clinton
ROCHESTER, N. Y.
The Manger
(Formerly The Seneca)
GRAND RAPIDS, MICH.
The Manger
(Formerly The Rowle)
SAVANNAH
The Manger

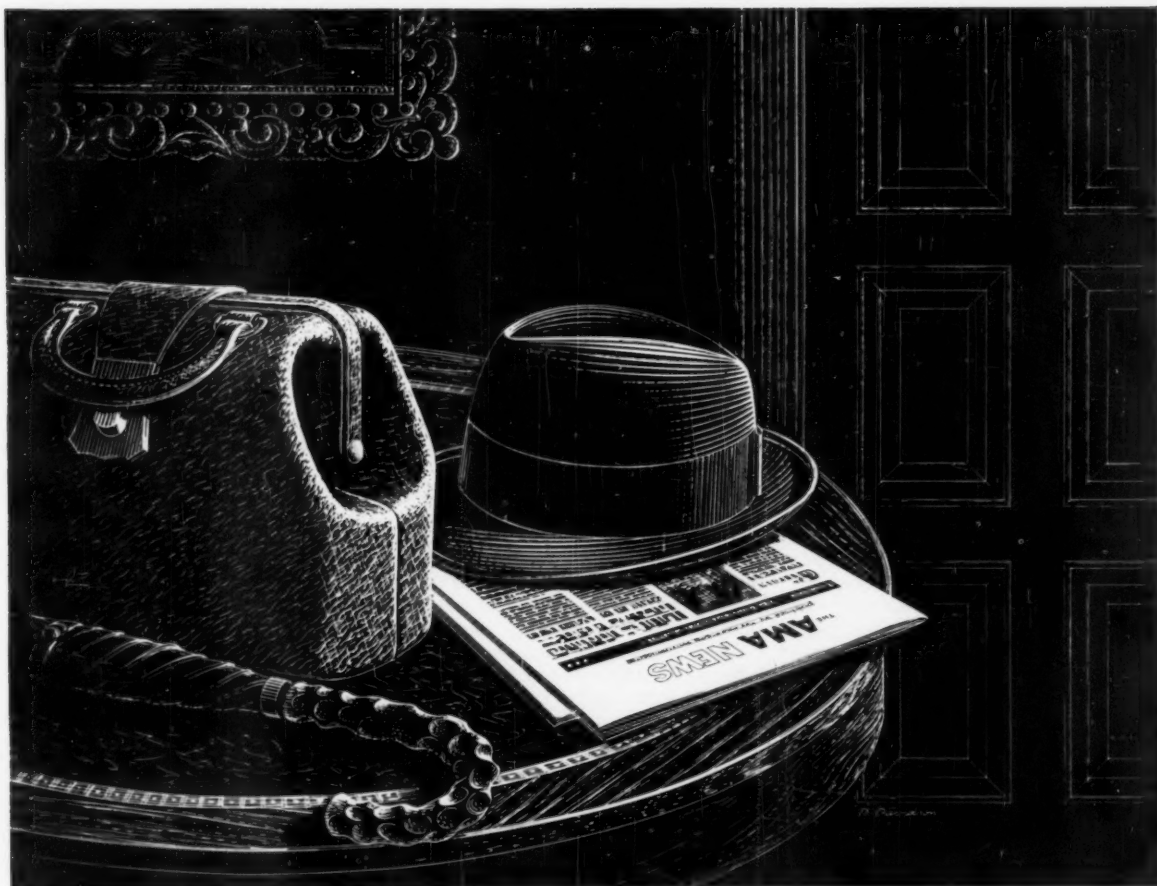
Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y. (Dept. B-12)

Please send me full information about Manger Hotels meeting and convention facilities.

Name _____
Company _____
Title _____
Address _____
City _____ Zone _____ State _____

FINAL REMINDER

Sales Management has been in its new building for more than a month. Please be sure to change file cards and address all correspondence to 630 Third Ave., New York 17, N. Y. New phone number: YUkon 6-4800.



THE AMA NEWS

**the best practical way to reach a class market of 210,000
doctors with large discriminating purchasing power**

The doctor is a "man in motion," not effectively reached by other mass media. His professional duties keep him on the go most of the day and night. He has little time for TV, radio or publications outside of his profession.

But he is a consumer. The doctor wants quality products and services for his family and himself, and he can pay for them. This market represents concentrated purchasing power for your products.

And he's more than just a consumer. The doctor is also a powerful influence in public thinking. A doctor's purchase or recommendation often has strong implications to other potential customers.

That's why advertising in the AMA NEWS pays off. It brings increased sales, and it stimulates word-of-mouth advertising you *can't* buy—the word of an opinion leader.

Ads in the AMA NEWS also pay off through greater visibility. The AMA NEWS carries only 7 pages of consumer-product ads interspersed through every 16-page issue—just another reason why the AMA NEWS is the best practical way to stop and sell the doctor on your product.

THE AMA NEWS... published by *American Medical Association*

535 North Dearborn Street, Chicago 10, Illinois



Are You Flunking in Creative Thinking?

(continued from page 35)

sensitive to new possibilities for solution. A "What if . . ." helped in the crash program for producing Asian flu vaccine.

Try some "What ifs . . ." You may be disappointed in that the solutions you uncover already have been put to use. But, sometime you may be first. Remember, chance favors the prepared mind—which is why the best-coached football teams always seem to get the breaks.

From a "Creative Cabinet" Come Many Answers

Another procedure is what I call the "creative cabinet." It is a rapid method to give you hundreds of possibilities as solutions to a problem. With your "creative cabinet" you can in a few minutes startle your board of directors with more combinations to solve a problem than they might as a group develop in two days.

This is the way you build your "creative cabinet":

Suppose your problem is to come up with a new way to market a new product. You don't want to do what competitors are doing. You want a genuinely novel approach. And you have a half hour before the board meets to hear your thoughts!

Make three lists of variables that affect the situation.

The first list might include scope of distribution territory; local, state, regional, national, international.

The second list might mention possible distributive outlets or methods: general distributors, franchised distributors, company-owned distributors, manufacturers representatives,

company-owned retail stores, independent retailers, direct sales, mail order.

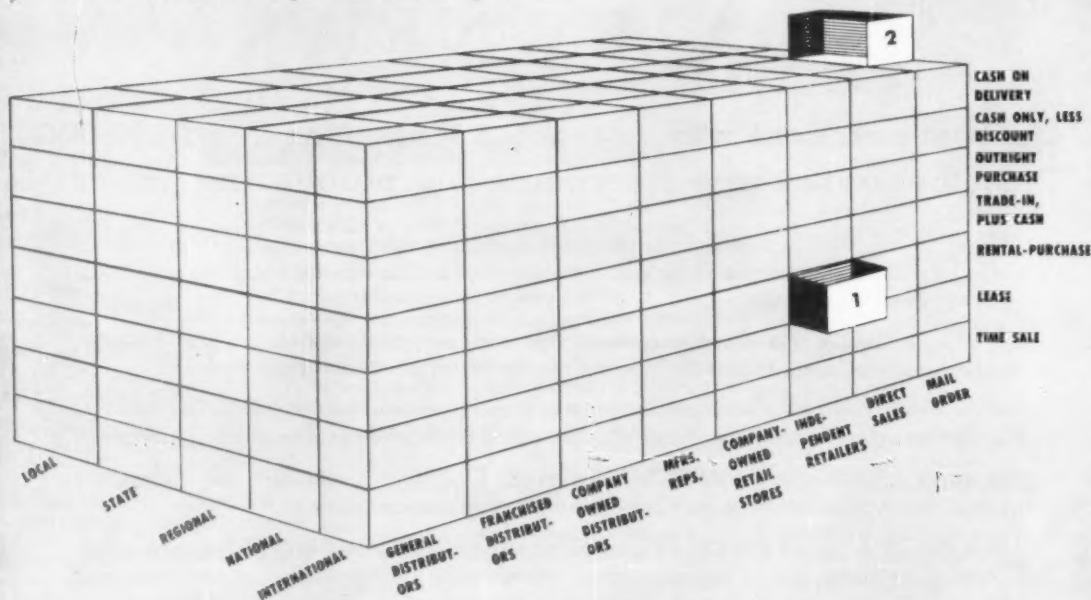
The third list might cover methods of sale: time sale, lease, rental-purchase, trade-in plus cash, outright purchase, cash only less discount, cash on delivery.

Now you put these variables along three axes as shown on the accompanying diagram. Each "drawer" in your "cabinet" now offers a possibility as a marketing procedure to launch your new product. Pull out "drawer" #1 and you have the possibility of international distribution of your new product through independent retailers who offer a rental purchase plan. "Drawer" #2 offers the possibility of a national mail order business to sell your product C.O.D.

This sample "cabinet" has 280 "drawers." By increasing the related variables on any axis you can multiply your possibilities. Of course, many drawers will offer ridiculous solutions. Some will provide common-practice answers. However, by pulling out each "drawer" you may get a combination that never occurred to you (or

This is a "Creative Cabinet"—

It's a Device to Help You Develop Ideas



WHEN YOU DO-IT-YOURSELF, you make three lists of variables that affect the problem you are considering. You assign these to the three dimensions of your

"cabinet." Then each "drawer" suggests a potential answer. Cabinet suggests a variety of new ways to market a new product. See text for full explanation.

We don't see
any results from
our advertising



John L. Gillis replies to this one...

According to Mr. John L. Gillis, vice-president of marketing, Monsanto Chemical Company: "Industrial advertising produces results when it puts into people's minds ideas which create a favorable attitude for salesmen to capitalize upon."

The specific effect of industrial advertising upon the market can seldom be measured alone.

Because: advertising is only one member of a marketing team which also includes product development, market research, sales control, field engineering and product performance — all reinforcing the work of the salesmen.

Most industrial salesmen today know that their

companies' advertising is an invaluable aid to them in selling — particularly the unseen, unsuspected and inaccessible buying "influences" whose "OK" is often vital. These salesmen would be the first to agree . . .

Effective advertising support is one of the most valuable tools in the salesman's kit.

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION, INC.

271 MADISON AVENUE, NEW YORK 16, NEW YORK

An organization of over 4000 members engaged in the advertising and marketing of industrial products, with local chapters in ALBANY, BALTIMORE, BOSTON, BUFFALO, CHICAGO, CLEVELAND, COLUMBUS, DALLAS-FORT WORTH, DENVER, DETROIT, HAMILTON, ONT., HARTFORD, HOUSTON, INDIANAPOLIS, LOS ANGELES, MILWAUKEE, MINNEAPOLIS-ST. PAUL, MONTREAL, QUE., NEWARK, NEW YORK, PHILADELPHIA, PITTSBURGH, PORTLAND, ROCHESTER, ROCKFORD, ST. LOUIS, SAN FRANCISCO, TORONTO, ONT., TULSA, YOUNGSTOWN.



your competitors) before and may be just the thing to solve your problem.

You Can Get More Ideas From Attribute Shifting

As a creative executive, you should "tinker" with a third approach: attribute shifting or principle transplant. This is simply examining an idea or process carefully, selecting the major or strong attribute, and then applying that attribute to something else.

This approach is even more powerful when linked with check-listing. Suppose we develop a product-attribute check-list: convertibility, portability, self-sealability, disposability. (Try to expand this to 20 or more). We then apply these attributes to our product to lend it new dimension. We get convertible coats and barbecue-teacarts. Portable television and picnic solar stoves evolve. Gas tanks and telephone cables with self-sealing properties come on the scene. And prepare yourselves for those throw-away clothes and disposable uniforms.

A laundry operator, plagued by wash and wear, read about the increasing use of car rentals for executives. He shifted the attribute and his laundry business is booming: He's renting shirts to customers who agree to have them laundered by him.

Try shipping some items in bulk, or knocked down, which have never been shipped that way before. We can even take aesthetic beauty—say the appeal of water in motion—and shift it to help sell new homes. How about a fountain in the foyer or a waterfall alongside the steps?

You can do somewhat the same with your marketing procedures, your sales force, your company's reputation. You can shift an attribute to it—with some creative thought. To do it, you must think up new combinations.

For example, you manufacture, say, fluorescent tubes with wide distribution to manufacturing plants for replacement in their light fixtures. You can produce these tubes in several colors. Your technicians prove that certain colors have advantages in a plant—will make reds and yellows painted on machinery more prominent. This could be an extra safety factor.

Now use attribute shifting on your sales force. Shift the attribute of safety engineer to your fluorescent salesmen. Train them to know all about color coding for safety. Make them so knowledgeable about safety procedures that their story of your colored tubes is accepted readily.

Executives generally don't feel it's safe to be creative. The man who dares defy complacency gets a challenging glance from every member of the board. Failure is so expensive today that it seems safer to show less progress than to gamble on a new idea. But this is all wrong!

Examine any success in industry today and you will see the product of a creative approach. The creative idea doesn't always work, but over the long haul, the creative executive will have a better record than the non-creative man. And be recognized and rewarded.

Even if none of your creative ideas is good, just the fact that you're thinking creatively is good for you and

Master of Many Trades

... and Jack of none. That's Dr. Bernard B. Goldner. "One thing just leads to another," says he, in an attempt to explain how he's been Professor, Industry, at La Salle College; Director of the School of Creative Thinking at the same institution; President of Problem-Masters, Philadelphia, and of Postamatic Corp. in the same city.

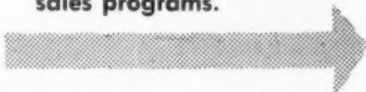
He's also the manufacturer of Uniplast, a plastic welding agent; consultant on creative thinking and industrial management to such companies as Sunbeam Corp., Owens-Illinois Glass Co. and Curtis Publishing Co.

While he was teaching he cast about in his mind for something he could make smaller and more practical. Out of that "creative thinking" came a pocket-size postage scale and the company he calls Postamatic. When he couldn't find a good bonding agent to hold plastics together he simply invented one—Uniplast. When the students of his creative thinking class became immersed in his techniques, they needed an outlet. They pulled a Goldner, founded a problem-solving service. Who was elected president? Dr. Goldner; who else?

Note to

Sales Management **readers:**

You can't possibly see all the "Frustrated Freddies" (see facing page) who would like to call on you. But you do make media decisions. So, we suggest you keep in mind that media advertisements in this and every issue of Sales Management may contain information that could help you see advertising values that fit your sales programs.



your company. It makes you more responsive to the ideas of those with whom you work. In industry today the executive who appreciates and encourages creativity is more important than the man down the hall who pops in with a new idea. This "little" man's brilliant discovery goes for naught if his boss is not open to change.

"Sure," you say, "I'd never turn down a new idea that was really good." Well, if that is true, you are the exception. Marconi was thought to be a crackpot. Pasteur was considered a ridiculous meddler. Copernicus was disturbing God's design. Many creative geniuses were not accepted by the best "brains" at the time, because these cognoscenti were usually not creative and rejected new ideas.

Business executives who make a concerted effort—and it takes effort—to learn creative processes and apply them, will reap a bountiful harvest of new ideas. As an incentive, keep this in mind: When you become a truly creative executive, you are somewhat rare. The "safe" boys have you outnumbered. But, the "safe" boys will be finding safety in your ideas five years after you have forged ahead with them. ♦

AD-VENTURES of FRUSTRATED FREDDIE

No 2

2:07 P.M.

BUT HE **TOLD**
ME TO COME
TODAY..

**SORRY, SUDDEN
EMERGENCY ON
THE COAST**



2:45 P.M.

HE IS IN A
DIRECTOR'S MEETING



3:30 P.M.

MR. FREDDIE SELL OF
ZILCH PUBLICATIONS
TO SEE YOUR
SALES
DIRECTOR

HE LEFT WORD
TO SEE THE
AD MANAGER



4:17 P.M.

MAY I SEE MR. BROWN,
YOUR MARKETING VICE
PRESIDENT?

HE'S DOWN IN
ST. LOUIS HOLDING A
SALES CONVENTION



4:35 P.M.

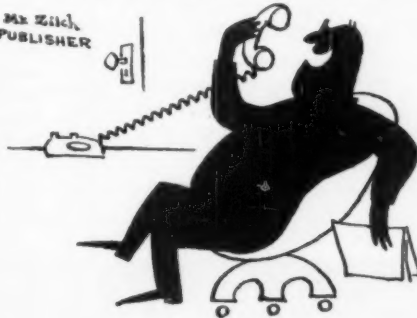
BUT, CHIEF, IT'S ALWAYS
"OUT OF TOWN"—OR "A MEETING"—
—OR "SEE THE AGENCY"—OR
"SEE THE AD
MANAGER".
I NEED **HELP**



4:36 P.M.

YOU'RE GOING TO
GET IT! WE'RE STARTING
AN EVERY ISSUE CAMPAIGN
IN **SALES MANAGEMENT**

MR. ZILCH
PUBLISHER



BOOTH

Gateway to the MOON



*We Dominate at Cape Canaveral
[Moon Missile Base] in Brevard and in Four
other Florida counties where we
outsell Miami, Jax and Tampa papers 5 to 1.*

Down in Orlando, Fla. we have just started printing on our big new \$2½ million (including building and color gadgets) 8 unit Hoe Color Convertible press, fully equipped with all the latest devices to insure the best color printing possible.

We've already announced new LOWER COLOR RATES. That's not all. Now, we are proud to announce . . .

OVER 100,000 DAILY CIRCULATION

[in a City of 85 thousand]

Plus: NEW ABC CITY ZONE FIGURE

171,168

Orlando Sentinel-Star

"Ask Branham about Sentinel-Star Color"

**Remarkable
ROCKFORD
1ST CITY IN ILLINOIS
(outside Chicago)**

Rockford, Illinois, is the state's second largest city according to the State Department of Public Health.

State officials August 7 released population estimates citing Rockford as the second largest by almost 6,000 people.

The estimates, prepared by the University of Chicago's population research and training center, give Rockford (as of July, 1957) 119,000. The estimate tops even the most optimistic local figure.

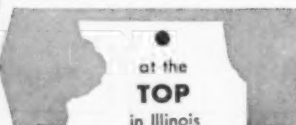
The state release shows a 10,000 population gain for Rockford between 1955 and 1957.

**Rockford
Retains
Population
Lead...**

**and still
is growing**

For the first time in local history, births in Rockford for a single month exceeded the 500 mark, with 501 new arrivals being reported here in July, 1958. The previous high for one month was 487 in June, 1957.

**ROCKFORD MORNING STAR
Rockford Register-Republic**



at the
TOP
in Illinois

Readers Service Bureau Lists Popular Articles On Manpower Problems

Because of their broad applicability and unusual excellence of content and treatment, the Sales Management articles listed here are known as "perennials" or "evergreens." Many have been reprinted time and time again. All are presently available through the Readers Service Department.

You may order by number only if you choose. Attach a check and address your order to Readers Service Department, Sales Management, 630 Third Avenue, New York 17, N. Y.

Put the Telephone into Sales-Training.
Reprint No. 539 Price 5c

Disappointment vs. Discouragement, by John M. Wilson.
Reprint No. 534 Price 5c

Key Questions to Ask Salesmen When You Revamp Territories.
Reprint No. 527 Price 10c

How to Find and Sell "The Man" When You Call on Blue Chip Giants, by Eugene B. Mapel.
Reprint No. 525 Price 10c

A Heart to Heart Talk with a New Salesman, by Dick Tullar.
Reprint No. 508 Price 15c

Advertising as a Salesman's Tool.
Reprint No. 502 Price 10c

Your Undeveloped Selling Asset, by Joseph Daroff.
Reprint No. 369 Price 20c

The Score with Today's Seniors, by Dr. George W. Ebey.
Reprint No. 356 Price 20c

13 Best Ways to Meet Sales Resistance.
Reprint No. 355 Price 10c

What Does a Sales Executive Have to Do to Move Higher Up in Management? by Charles W. Smith.
Reprint No. 354 Price 20c

SALES MANAGEMENT

A Heart to Heart Talk with a New Sales Executive, by Richard W. Tullar.

Reprint No. 344 Price 15c

Why You Have So Little Time to Think, by Ray Josephs.

Reprint No. 334 Price 25c

Your Salesmen Live in One of Six Worlds, by William L. McCaskill.

Reprint No. 314 Price 10c

How the Professional Salesman Makes His Approach, by J. N. Bauman.

Reprint No. 310 Price 10c

Six Challenges for Sales Managers, by James F. Bender.

Reprint No. 305 Price 10c

How Salesmen Can Use Ad Reprints.

Reprint No. 304 Price 10c

This 5-Way Manpower Program Cut Salesmen's Turnover 50%, by Robert Zinn.

Reprint No. 300 Price 25c

We'll Buy from Salesmen with These 13 Qualities, by Norman I. Schafner.

Reprint No. 299 Price 15c

Good Old-Fashioned Selling: What Is It?

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December Retail Sales Will Smash All Records

By DR. JAY M. GOULD

Research Director, Sales Management

Retailers will be happy to note that the year 1958 will end with a bang, scoring a 6% gain over December 1957. In fact the November and December results together will probably suffice to pull the 1958 retail total over the \$200 billion mark, on an even keel with 1957, and cancel out the decline of the previous 10 months. This happy ending to a recession year will reflect the workings of several favorable economic factors:

First and foremost is the simple fact that the worst of the recession is behind us, and the consumer, relieved of some anxiety over income prospects in the coming year, is spending more freely. While he is still gearing his expenditures mainly to soft goods and services, he is now stocking up on semi-durables (apparel, general merchandise), and is beginning to cast an interested eye on the new crop of big-

ticket appliances and other hard goods. Thus in October, when retail sales went 2.4% over last October, while gains of the order of 7% were scored in the perishable categories—food and gasoline—a good gain was also registered by the lumber, building material and hardware group. Perhaps the latter gain may be influenced by the fact that home building activities in October rebounded to the highest levels in three years—reaching an annual rate of nearly 1.3 million new private homes.

Sooner or later this housing boom must be translated into purchases of large household appliances, and the indications are that department stores and discount houses are now witnessing just such a development. Department store sales, after lagging behind 1957 for most of the year, are now running ahead and will finish the year about

2% over 1957, according to store experts. An extra shopping day in the crucial pre-Xmas week will help.

The December retail total should allow for some resurgence in automotive sales, in that December will provide a good clue to consumer acceptance of the new models, free from the influence of insufficient stocks induced by earlier strike difficulties. However, it is doubtful that auto sales in December will top the December 1957 total. On the other hand, performance will certainly be better than the 13% decline displayed in October, which reflected the shortage of new cars. For one thing both the Rambler and Lark can be counted on to meet some of the competition presented by the foreign cars, which now account for over one-quarter million new car registrations annually.

(Continued on page 110)

Retail Sales Box Score

	10-Month Totals \$ Millions			October \$ Millions		
	1958	1957	% Change	1958	1957	% Change
Food	41,647	39,296	+ 6.0	4,367	4,102	+ 6.5
Eating & Drinking Places ..	12,368	12,343	+ .2	1,303	1,262	+ 3.2
General Merchandise	16,299	16,053	+ 1.5	1,941	1,838	+ 5.6
Apparel	9,582	9,349	+ 2.5	1,132	1,083	+ 4.5
Furniture & Appliances	8,193	8,491	— 3.4	910	919	— 1.0
Lumber, Building, Hardware ..	11,599	11,665	— .6	1,416	1,296	+ 9.3
Automotive	27,837	32,604	— 14.6	2,562	2,945	— 13.0
Gasoline Service Stations ..	13,047	12,521	+ 4.2	1,380	1,287	+ 7.2
Drug & Proprietary	5,325	5,103	+ 4.4	560	559	+ .2
*Total Sales	161,894	163,023	— .7	17,362	16,949	+ 2.4

* Includes data for kinds of businesses not shown in above nine categories.

30 Best Markets for December

(Top three cities in each of 10 regions)

The following cities have a common denominator—retail sales leadership in the current month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales this month are forecast to lead the nation by 6.9%. Canadian figures are compared with U. S.

NEW ENGLAND Salem, Mass. 112.4 Newport, R. I. 108.8 Providence, R. I. 106.4	MOUNTAIN Albuquerque, N. M. 118.7 Tucson, Ariz. 113.0 Boise, Idaho 112.5
WEST NORTH CENTRAL Sioux Falls, S. D. 127.3 Sioux City, Iowa 123.8 Hutchinson, Kans. 122.3	EAST NORTH CENTRAL Indianapolis, Ind. 108.2 Champaign-Urbana, Ill. 106.7 Bloomington, Ill. 106.2
WEST SOUTH CENTRAL Muskogee, Okla. 119.9 Lubbock, Tex. 112.6 Austin, Tex. 110.9	EAST SOUTH CENTRAL Jackson, Miss. 129.1 Montgomery, Ala. 110.3 Meridian, Miss. 109.3
MIDDLE ATLANTIC Camden, N. J. 116.5 Trenton, N. J. 113.2 Hempstead Town- ship, N. Y. 109.1	PACIFIC Bakersfield, Calif. 111.8 Santa Ana, Calif. 110.1 San Bernardino, Calif. 110.0
SOUTH ATLANTIC Wilmington, Del. 119.4 Greensboro, N. C. 116.5 Richmond, Va. 111.5	CANADA Regina, Sask. 119.0 Ottawa, Ont. 111.7 Victoria, B. C. 110.4

Sales Management's Research Department, with the aid of Market Statistics Inc., maintains running charts on the business progress of about 300 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's Survey of Buying Power.

Three Index Figures Are Given, the first being "City Index, 1958 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column, "City-National Index, 1958 vs. 1957" relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

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Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star, are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1957 which equals or exceeds the national change.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (B.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
UNITED STATES				
	160.2	106.0	100.0	21044.00
Ala.	163.4	104.3	98.4	262.91
Birmingham	151.8	104.6	98.7	52.02
Florence-Sheffield-Tuscumbia	182.5	100.6	94.9	8.14
Gadsden	141.4	100.2	94.5	7.35
Mobile	173.0	100.5	94.8	24.03
★ Montgomery	193.7	116.9	110.3	20.20
Ariz.	229.4	115.5	109.0	151.64
★ Phoenix	228.6	114.5	108.0	47.75
★ Tucson	253.1	119.8	113.0	27.31
Ark.	144.6	109.1	102.9	157.54
★ Fort Smith	160.5	109.8	103.6	10.05
★ Little Rock-North Little Rock	167.7	109.9	103.7	28.33
Calif.	191.6	107.7	101.6	2119.68
★ Bakersfield	216.3	118.5	111.8	24.74
★ Berkeley	158.4	107.5	101.4	16.42
★ Fresno	180.6	112.3	105.9	33.84
Long Beach	186.4	99.4	93.8	58.03
★ Los Angeles	172.0	108.0	101.9	422.84
Oakland	131.2	105.5	99.5	72.26
Pasadena	154.6	104.8	98.9	29.62
Riverside	224.9	104.3	98.4	14.53
★ Sacramento	200.2	110.6	104.3	47.85
★ San Bernardino	231.2	116.6	110.0	23.10
★ San Diego	221.7	113.7	107.3	82.07
★ San Francisco	120.1	107.2	101.1	125.07
★ San Jose	242.6	110.1	103.9	36.18
★ Santa Ana	307.8	116.7	110.1	21.54
★ Santa Barbara	151.8	106.2	100.2	11.13
★ Santa Rosa	204.3	127.9	120.7	9.78
★ Stockton	150.7	108.5	102.4	20.00
★ Ventura	131.5	108.7	102.5	7.53
Colo.	184.8	110.5	104.2	233.33
★ Colorado Springs	308.0	114.5	108.0	17.90
★ Denver	181.8	111.6	105.3	93.42
Pueblo	191.8	105.6	99.6	12.74
Conn.	171.8	101.8	96.0	334.44
Bridgeport	119.8	98.3	92.7	25.04
Hartford	143.9	102.3	96.5	38.34
Meriden-Wallingford	159.7	104.6	98.7	9.40
Middletown	155.7	99.2	93.6	5.25

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Who cashes in on the \$149,000,000* Effective Buying Income of Meriden-Wallingford? You do — with the Record and Journal 97% coverage! Note, please: Hartford and New Haven newspapers hardly touch this market of nearly 100,000 people.

*SM '58 Survey

The Meriden
RECORD and JOURNAL

Meriden • Connecticut

National Representatives:
GILMAN, NICOLL & RUTHMAN

You ALWAYS Get MORE in

MIDDLETOWN Metropolitan Area

	Family Sales	Tops Av'ge By	Areas Out-ranked
Food	\$1,123	\$171	243
Auto.	\$1,098	\$330	261
Drug	\$173	\$47	249
Gas	\$350	\$52	217
Lumb.-Hdwre	\$392	\$117	239

Metropolitan Middletown (Middlesex County) outranks most of the nation's 280 metropolitan county areas in family sales—a top-choice market in the nation and Connecticut. No combination of outside newspapers comes anywhere near equaling the Middletown Press coverage of this metropolitan area.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

SALES MANAGEMENT



"... furious activity in all store groups"

\$38,719,000

Food Sales

**61% Above Average
Food Sale Activity**

Just one example of the big pay-off that awaits advertisers in Connecticut's richest large market—when they use the unmatched 97% coverage of the Advocate.

**Stamford Advocate
STAMFORD, CONN.**

Represented by
The Julius Mathews Special Agency, Inc.

THIS Is Eastern Connecticut

**\$644 per Family
in Department and
Appliance Stores**

Eastern Connecticut families spend \$31,678,000 for household equipment and furnishings—respond heavily to furniture and appliance advertising. Don't settle for fringe results in this big eager-to-buy market. Use the only newspaper that gives you solid selling impact in isolated Eastern Connecticut.

Norwich Bulletin

and Norwich Bulletin-Record (Sundays)
NORWICH, CONN.

Bulletin Sunday Record
26,037 Daily 22,104

Represented by
The Julius Mathews Special Agency, Inc.

DECEMBER 5, 1958

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

City	City	City	
Index	Index	Nat'l.	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	December
1948	1957	1957	1958

Conn. (cont'd)

New Haven	147.6	104.0	98.1	30.42
★ New London	166.3	110.0	103.8	7.90
Norwich	178.0	105.0	99.1	6.25
Stamford	201.8	104.5	98.6	16.47
Waterbury	140.3	100.9	95.2	15.49

Del.	179.8	125.7	118.6	68.23
★ Wilmington	173.9	126.6	119.4	32.49

Dist. of Col.	121.8	101.8	96.0	136.80
Washington	121.8	101.8	96.0	136.80

Fla.	274.2	110.2	104.0	644.54
★ Fort				
Lauderdale	406.5	109.8	103.6	24.60
★ Jacksonville	221.5	113.2	106.8	55.40
★ Miami	252.9	113.2	106.8	98.72
★ Orlando	313.8	112.6	106.2	26.87
Pensacola	343.7	100.3	94.6	19.66
St.				
Petersburg	277.3	104.4	98.5	31.81
★ Tampa	289.1	113.6	107.2	46.61

Ga.	179.6	107.4	101.3	380.51
★ Albany	207.7	114.9	108.4	7.66
★ Atlanta	185.2	106.8	100.8	98.36
★ Augusta	212.4	116.9	110.3	17.71
Columbus	158.6	104.0	98.1	14.77
★ Macon	182.2	110.5	104.2	15.34
★ Savannah	178.5	107.6	101.5	19.58

Hawaii				
★ Honolulu	156.0	109.7	103.5	38.21

Idaho	155.9	118.4	111.7	91.13
★ Boise	187.0	119.3	112.5	12.32

Ill.	147.3	103.9	98.0	1297.24
★ Bloomington	139.7	112.6	106.2	8.02
★ Champaign-Urbana	156.9	113.1	106.7	12.03
Chicago	131.9	104.6	98.7	574.80
Danville	135.7	102.3	96.5	7.94
Decatur	168.4	104.8	98.9	15.46
★ East St. Louis	161.6	106.0	100.0	13.90
★ Moline-Rock Island-East Moline	149.6	108.9	102.7	17.12
Peoria	139.8	101.9	96.1	23.13
Rockford	195.1	100.4	94.7	26.75
★ Springfield	152.2	107.5	101.4	19.00

Ind.	154.3	106.2	100.2	545.38
Evansville	143.0	99.4	93.8	20.10
Fort Wayne	147.4	104.0	98.1	25.56
Gary	159.0	100.0	94.3	22.54

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Whatever you're selling . . . you'll sell more of in New London. Proof? General merchandise sales average \$847 per household . . . 3rd highest of all Connecticut cities of 25,000-or-over population (SM '58 Survey).

Sell this 66,547 ABC City Zone now—through its only daily.

The Day

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National Representatives:
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just like John Hancock
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people
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Portland, Maine market

162

rated first* for
testing among
U. S. cities in
75,000 to
150,000 popula-
tion group.

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cities due to
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among all New
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regardless of
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the *testin*gest market in the country
gives first aid to new products



Johnson & Johnson selected Portland, Maine as a test city
because of the ideal conditions required to get the right
answers!

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**Portland, Maine
Newspapers**
PORTLAND PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

represented by
Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

City	City Index 1958 vs. 1948	City Index 1958 vs. 1957	Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
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Ind. (cont'd)

★ Indianapolis	169.4	114.7	108.2	99.07
★ Lafayette	138.1	107.5	101.4	7.42
Muncie	158.2	102.2	96.4	10.54
South Bend	122.2	99.9	94.2	20.88
Terre Haute	125.9	102.2	96.4	12.04

Iowa	143.2	114.0	107.5	367.43
★ Cedar Rapids	150.5	107.7	101.6	15.11
★ Davenport	135.7	107.4	101.3	14.26
★ Des Moines	149.9	115.4	108.9	37.38
★ Dubuque	148.5	116.0	109.4	9.28
★ Sioux City	169.2	131.2	123.8	19.34
★ Waterloo	140.9	108.7	102.5	12.04

Kan.	150.5	109.5	103.3	255.91
★ Hutchinson	147.3	129.6	122.3	7.78
★ Kansas City	157.6	107.9	101.8	17.13
Topeka	170.8	103.9	98.0	15.87
★ Wichita	214.0	110.8	104.5	43.54

Ky.	152.9	103.9	98.0	256.64
★ Lexington	153.5	111.1	104.8	15.24
Louisville	157.4	103.6	97.7	64.17
Paducah	158.1	101.5	95.8	6.64

La.	178.3	102.6	96.8	301.40
★ Baton Rouge	246.7	108.1	102.0	29.06
Lake Charles	257.8	104.7	98.8	11.60
Monroe-West				
Monroe	179.7	105.4	99.4	11.09
New Orleans	158.3	100.7	95.0	80.92
Shreveport	164.1	105.3	99.3	25.26

Me.	145.5	105.2	99.2	108.97
★ Bangor	150.5	110.0	103.8	7.99
Lewiston-				
Auburn	137.4	105.2	99.2	9.19
★ Portland	140.8	107.8	101.7	15.54

Md.	183.1	103.1	97.3	346.02
Baltimore	151.4	102.8	97.0	155.64
Cumberland	144.8	104.6	98.7	7.88
★ Hagerstown	224.9	107.2	101.1	10.84

Mass.	155.7	106.0	100.0	655.14
★ Boston	141.6	107.0	100.9	152.06
★ Brockton	143.0	110.8	104.5	10.03
Fall River	118.7	105.2	99.2	12.20
★ Holyoke	154.0	111.2	104.9	9.02
★ Lawrence	141.7	111.9	105.6	13.10
Lowell	124.6	103.0	97.2	11.37
Lynn	131.5	104.8	98.9	13.07
New Bedford	125.4	101.8	96.0	13.27
Pittsfield	153.6	103.2	97.4	9.40

SALES MANAGEMENT

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More Sales Per Family in Baton Rouge

It's Louisiana's fastest growing market and, anyway you figure, Baton Rouge is a leader. Retail sales per family are tops in the state—\$4,381. Baton Rouge's per capita income is highest, too. Baton Rougeans spend more because they have more to spend. The State-Times and Morning Advocate is the most powerful selling force in the Baton Rouge area.

STATE-TIMES
and
MORNING ADVOCATE
BATON ROUGE, LOUISIANA

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In Maine's 4th Automotive Market Get Real HORSE POWER in Your Selling

55% of the sales in Maine's 4th largest automotive market are concentrated in Biddeford-Saco . . . where automotive sales activity is 71% above average.

Sell Biddeford-Saco and you capture the bulk of the county's \$19,935,000 automotive volume. You're sure of selling it when you use the Biddeford Journal . . . you get your story inside 90% of Biddeford-Saco homes.

**THE BIDDEFORD
JOURNAL**
BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
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Mass. (cont'd)

★ Salem	170.0	119.1	112.4	9.19
★ Springfield	148.2	107.5	101.4	29.01
Worcester	136.1	104.2	98.3	30.44

Mich.

★ Battle Creek	156.2	98.1	92.5	923.70
Bay City	146.9	107.5	101.4	10.54
Detroit	155.2	102.4	96.6	9.61
Flint	134.8	97.0	91.5	280.10
Grand Rapids	195.6	101.5	95.8	38.29
Jackson	150.3	103.9	98.0	35.75
Kalamazoo	143.4	98.5	92.9	11.36
Lansing	173.6	104.9	99.0	17.07
Muskegon	150.2	98.8	93.2	21.07
Pontiac	137.8	98.1	92.5	10.14
Port Huron	183.0	100.8	95.1	16.76
Royal Oak	139.7	99.4	93.8	7.38
Ferndale	230.5	97.5	92.0	18.99
Saginaw	155.5	100.5	94.8	16.28

Minn.

Duluth	145.5	107.7	101.6	421.44
★ Duluth	131.0	98.4	92.8	15.94
★ Minneapolis	141.6	108.3	102.2	101.76
★ St. Paul	140.5	112.1	105.8	56.50

Miss.

★ Jackson	190.0	130.0	122.6	192.75
★ Jackson	222.5	136.9	129.1	22.59
★ Meridian	184.2	115.9	109.3	7.44

Mo.

★ Joplin	150.7	107.5	101.4	536.91
★ Joplin	141.8	107.4	101.3	7.48
★ Kansas City	130.2	112.8	106.4	97.31
★ St. Joseph	142.9	116.9	110.3	11.76
St. Louis	130.7	103.6	97.7	127.50
★ Springfield	172.5	116.7	110.1	14.90

Mont.

★ Billings	148.2	106.3	100.3	89.74
★ Billings	173.5	111.7	105.4	10.10
Butte	137.2	97.2	91.7	6.64
★ Great Falls	165.9	110.0	103.8	9.82
Missoula	147.5	115.2	108.7	5.16

Neb.

★ Lincoln	145.3	113.1	106.7	192.32
★ Lincoln	159.4	116.2	109.6	19.00
★ Omaha	155.4	113.1	106.7	47.82

Nev.

★ Las Vegas	236.0	109.6	103.4	47.64
★ Las Vegas	340.0	107.2	101.1	15.64
★ Reno	206.3	114.1	107.6	14.91

N. H.

Manchester	151.3	106.4	100.4	70.42
Manchester	148.5	105.6	99.6	12.64
★ Nashua	161.3	110.9	104.6	5.89

N. J.

★ Atlantic City	174.2	109.3	103.1	770.86
★ Atlantic City	125.1	107.1	101.0	14.78
★ Camden	161.8	123.5	116.5	22.63
Elizabeth	133.2	104.1	98.2	16.08
★ Jersey City- Hoboken	129.4	114.4	107.9	35.96

\$53,890,000 — and ONE Newspaper

The Little Falls Times does a thorough job of covering this 9,600-family market.

Loyal readership of the Times —based on the appeal of local news—makes outside circulation a negligible selling factor in this \$53,890,000-income market.

The Times alone can—does—do the job. Let's show you how well we do it.

Little Falls Times
LITTLE FALLS, N. Y.

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The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
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N. J. (cont'd)

★ Newark	127.2	107.8	101.7	73.60
Passaic- Clifton	167.8	102.4	96.6	22.40
Paterson	135.8	102.4	96.6	24.83
★ Trenton	204.6	120.0	113.2	34.02

N. M.

★ Albuquerque	238.7	124.9	117.8	114.35
★ Albuquerque	292.3	125.8	118.7	33.24

N. Y.

★ Albany	146.6	103.8	97.9	2129.44
★ Albany	146.2	109.6	103.4	26.60
★ Binghamton	138.1	111.4	105.1	15.52
Buffalo	131.5	100.3	94.6	86.60
Elmira	132.6	100.3	94.6	9.64
★ Hempstead Township	335.4	115.6	109.1	134.44
Jamestown	125.4	99.4	93.8	7.35
★ New York	127.6	113.5	103.6	1023.02
Niagara Falls	151.1	99.3	93.7	14.74
Poughkeepsie	150.6	102.6	96.8	9.95
★ Rochester	159.4	107.5	101.4	66.47
Rome	160.9	97.4	91.9	5.82
Schenectady	130.3	100.0	94.3	16.76
★ Syracuse	141.7	106.6	100.6	40.20
Troy	123.3	104.5	98.6	11.63
Utica	126.4	102.7	96.9	15.19

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FINLEY, Nat'l. Reps.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (8.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
N. C.	193.1	111.4	105.1	435.91
Asheville . . .	144.2	99.1	93.5	11.56
★ Charlotte . .	209.7	116.5	109.9	35.78
★ Durham . . .	154.2	112.0	105.7	13.29
★ Greensboro . .	220.7	123.5	116.5	27.74
★ High Point . .	226.6	111.4	105.1	8.68
★ Raleigh . . .	196.4	114.2	107.7	16.28
Salisbury . . .	174.8	100.6	94.9	5.33
Wilmington . .	169.4	100.2	94.5	7.90
★ Winston-Salem . . .	213.4	106.8	100.8	18.71
N. D.	136.8	112.2	105.8	83.93
★ Fargo	150.8	113.0	106.6	10.23

Ohio	161.5	100.9	95.2	1181.37
Akron	157.1	102.9	97.1	49.87
Canton	143.8	98.8	93.2	21.72
Cincinnati . .	150.5	105.5	99.5	92.79
Cleveland . .	135.4	97.3	91.8	156.91
★ Columbus . .	179.6	110.9	104.6	82.59
Dayton	156.7	100.7	95.0	53.42
Elyria	160.1	99.0	93.4	6.69
Hamilton . . .	178.3	105.8	99.8	12.20
Lima	156.8	99.9	94.2	10.98
Lorain	163.6	99.7	94.1	9.31
Mansfield . .	174.3	103.6	97.7	11.36
★ Middletown .	158.4	106.8	100.8	7.02
Portsmouth . .	146.9	100.0	94.3	7.33
Springfield .	153.2	99.9	94.2	14.39
Steubenville .	180.0	100.0	94.3	9.78
Toledo	135.0	101.3	95.6	51.98
Warren	164.2	95.4	90.0	11.00
Youngstown .	147.1	96.0	90.6	31.28
Zanesville . .	146.2	102.2	96.4	7.50

Okla.	146.7	101.8	96.0	241.35
Bartlesville .	162.4	98.5	92.9	3.70
★ Muskogee . .	179.0	127.1	119.9	6.62
Oklahoma				
City	171.2	102.0	96.2	49.49
Tulsa	171.4	100.4	94.7	39.10

Ore.	144.7	108.0	101.9	231.85
★ Eugene . . .	141.4	107.4	101.3	11.30
★ Portland . .	137.9	107.9	101.8	79.52
★ Salem . . .	152.7	116.6	110.0	11.50

Pa.	142.2	102.9	97.1	1273.32
★ Allentown . .	157.9	111.7	105.4	22.53
★ Altoona . . .	125.3	106.4	100.4	9.72
Bethlehem . .	133.2	98.1	92.5	8.30
★ Chester . . .	170.2	112.4	106.0	13.48
Erie	130.6	98.8	93.2	20.80

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GLOBE TIMES**
you're not cover-
ing Penn's 3rd
largest market!

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Roland L. Adams, Publisher
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If customers are what you need, you couldn't come to a better spot than Altoona. Retail sales \$137-million last year . . . and that's just the beginning. Whether you're selling food or furniture, autos or appliances . . . you'll find a ready market among these product-hungry Pennsylvanians.

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Mirror**

Altoona Pennsylvania's Only Daily Newspaper

Richard E. Beeler, Adv. Mgr.

SALES MANAGEMENT

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
Pa. (cont'd)				
★ Harrisburg	155.9	109.0	102.8	21.83
Hazleton	118.0	100.6	94.9	4.92
Johnstown	130.1	98.4	92.8	11.70
★ Lancaster	162.8	107.5	101.4	14.77
★ Norristown	198.2	109.2	103.0	8.78
Oil City	100.9	99.4	93.8	2.63
Philadelphia	134.2	105.0	99.1	280.08
Pittsburgh	124.5	98.5	92.9	108.39
Reading	128.7	101.2	95.5	17.88
Sharon	123.2	97.9	92.4	5.43
Scranton	139.5	105.5	99.5	15.90
Wilkes-Barre	111.7	105.8	99.8	11.91
Williamsport	125.3	101.3	95.6	7.46
York	171.8	105.3	99.3	13.88

R. I.	143.2	108.1	102.0	100.48
★ Newport	156.9	115.3	108.8	4.74
Pawtucket-Central Falls	111.4	99.0	93.4	11.44
★ Providence	126.3	112.8	106.4	40.65
Woonsocket	127.6	101.0	95.3	6.68



You'll multiply your R. I. sales impact by hitting the \$116-million* Pawtucket-Central Falls market, 2nd largest in the state. Pawtucket Times ABC City Zone coverage is 92%... 4½ times greater than any other daily!

*SM '58 Survey

Pawtucket Times

PAWTUCKET, RHODE ISLAND
Represented Nationally By
GILMAN, NICOLL & RUTHMAN

RETAIL SALES FORECAST (S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
S. C.				
★ Charleston	169.0	106.7	100.7	15.04
★ Columbia	175.8	109.6	103.4	19.56
Greenville	164.6	105.8	99.8	15.37
Spartanburg	119.1	104.1	98.2	8.17

S. D.				
Aberdeen	111.4	102.5	96.7	4.38
★ Rapid City	240.5	127.3	120.1	9.76
★ Sioux Falls	178.8	134.9	127.3	13.91

Tenn.				
★ Chattanooga	160.2	108.3	102.2	26.97
★ Knoxville	151.0	106.0	100.0	26.66
Memphis	143.2	101.0	95.3	66.78
★ Nashville	182.6	111.6	105.3	43.72

Tex.				
Abilene	160.8	105.7	99.7	9.94
★ Amarillo	193.4	111.5	105.2	21.41
★ Austin	181.8	117.6	110.9	24.60
Beaumont	147.9	98.7	93.1	17.04
Corpus Christi	201.8	101.3	95.6	25.10
★ Dallas	193.3	107.4	101.3	121.33
★ El Paso	219.7	111.5	105.2	31.42
★ Fort Worth	169.2	107.7	101.6	62.40
Galveston	106.0	97.3	91.8	8.80
Houston	186.2	102.6	96.8	129.49
★ Laredo	152.3	113.4	107.0	5.86
★ Lubbock	214.5	119.4	112.6	22.54
Port Arthur	172.1	103.1	97.3	10.77
★ San Angelo	165.1	108.7	102.5	9.58
★ San Antonio	172.7	111.0	104.7	65.83
Texarkana	136.7	104.4	98.5	7.03
Tyler	156.3	100.9	95.2	8.71
★ Waco	163.7	110.9	104.6	16.12
★ Wichita Falls	172.5	108.9	102.7	12.78

Utah				
★ Ogden	169.5	113.9	107.5	11.81
Salt Lake City	186.5	103.1	97.3	41.02

Vt.				
★ Burlington	148.2	112.4	106.0	7.02
Rutland	127.2	103.8	97.9	3.73

Va.				
★ Danville	138.8	106.5	100.5	7.28
★ Lynchburg	139.1	106.1	100.1	8.45
Newport News	136.5	103.7	97.8	9.93
Norfolk	163.4	101.0	95.3	37.99
★ Portsmouth	177.9	110.5	104.2	11.87
★ Richmond	157.4	118.2	111.5	50.09
Roanoke	132.2	102.9	97.1	15.01

Wash.				
Bellingham	109.7	103.4	97.5	4.87
★ Everett	147.2	109.7	103.5	8.35
Seattle	161.9	104.3	98.4	99.69
Spokane	155.1	103.5	97.6	30.81

RETAIL SALES FORECAST (S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
Wash. (cont'd)				
★ Tacoma	156.4	107.2	101.1	26.82
★ Yakima	140.3	112.1	105.8	11.33

W. Va.				
Charleston	138.2	99.3	93.7	19.31
Huntington	149.5	98.7	93.1	14.53
Wheeling	127.6	98.9	93.3	10.94

InsertSpace (#)

—in the paper that delivers Rhode Island's 100,000+ "Bonus Market": Woonsocket plus its heavy-buying industrial suburbs. Retail sales are \$66-million* yearly in Woonsocket's ABC City Zone alone, 98% CALL-covered. Get your share through its only local daily, the—

*SM '58 Survey

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The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.



HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

	City Index 1958 vs. 1948	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
Wisc.	148.2	105.6	99.6	477.93
Beloit-				
Janesville	136.3	94.1	88.8	10.09
Green Bay-				
Appleton-				
Neenah-				
Menasha	165.4	105.9	99.9	20.29
Kenosha	141.4	102.9	97.1	8.61
★ La Crosse	148.6	108.8	102.6	9.02
★ Madison	177.9	112.5	106.1	21.36
★ Milwaukee	152.0	107.7	101.6	119.78
Oshkosh	131.4	105.7	99.7	7.46
Racine	131.5	102.7	96.9	11.59
Sheboygan	133.2	100.9	95.2	6.94
Superior	128.8	102.9	97.1	4.55
Wyo.	153.9	111.7	105.4	48.02
★ Casper	202.8	107.3	101.2	7.95
★ Cheyenne	181.6	118.4	111.7	7.72

RETAIL SALES FORECAST
(S.M. Forecast for December, 1958)

	City Index 1958 vs. 1951	City Index 1958 vs. 1957	City Nat'l. Index 1958 vs. 1957	\$ (Million) December 1958
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CANADA 150.9 106.0 100.0 1518.30

Alberta

Calgary	139.5	95.3	89.9	24.15
Edmonton	140.4	105.9	99.9	28.56

British Columbia

Vancouver	155.8	100.7	95.0	69.32
★ Victoria	181.0	117.0	110.4	15.92

Manitoba

★ Winnipeg	129.2	114.3	107.8	38.45
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New Brunswick

Saint John	138.0	99.0	93.4	7.39
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Nova Scotia

★ Halifax	137.5	107.0	100.9	13.20
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Ontario

Hamilton	126.4	100.5	94.8	27.79
★ London	141.7	106.4	100.4	17.15
★ Ottawa	142.5	118.4	111.7	28.49
★ Toronto	163.1	110.3	104.1	157.21
Windsor	110.9	95.0	89.6	13.93

Quebec

★ Montreal	154.0	106.0	100.0	150.44
Quebec	138.9	105.8	99.8	21.69

Saskatchewan

★ Regina	173.6	126.1	119.0	17.34
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SALES GAINS AND LOSSES

A 5% sales gain was recorded by Corn Products Refining Co. for the first nine months of 1958 over the similar period last year. The 1958 figure: \$262,832,925. Corn Products and Best Foods, Inc., recently merged. Future financial statements will be based on the activity of both companies.

One of the industrial firms for which the last fiscal year was not too bright is North American Aviation, Inc. This missiles and airplanes manufacturer reported sales of \$904,038,848 for the year ended Sept. 30, a drop of 27.3% from the previous year's figure of \$1,243,767,483.

All figures are shown in millions of dollars.

UP-23				Company	Period	1958	1957
Company	Period	1958	1957	Bigelow-Sanford Carpet	3 mo.	14.5	16.1
				Black & Decker Mfg.	yr.	45.5	52.4
				Bunker Hill Co.	9 mo.	28.9	43.7
American Art Metals	9 mo.	6.1	5.2	Philip Carey Mfg.	9 mo.	49.4	52.7
Botany Mills, Inc.	9 mo.	73.7	71.0	Cenco Instruments	6 mo.	7.6	7.6
Briggs Mfg.	3 mo.	4.8	4.5	Columbia Carbon	9 mo.	47.5	52.6
Brockway Glass	yr.	34.3	31.7	Comptometer Corp.	9 mo.	8.4	9.1
				Cyprus Mines	9 mo.	6.5	8.8
Chadbourne Gotham	yr.	20.1	20.0	Dayton Malleable Iron	yr.	23.1	36.0
Champion Paper & Fibre	3 mo.	41.8	41.7	Fairchild Engine and			
Consolidated				Airplane Corp.	9 mo.	106.9	118.7
Electrodynamics	9 mo.	24.2	22.4	Farmer Bros.	9 mo.	15.5	17.2
Corn Products Refining Co.	9 mo.	262.8	250.6	Firth Carpet	9 mo.	16.9	19.0
Dover Corp.	3 mo.	7.2	7.0	Fruehauf Trailer	9 mo.	153.7	178.9
H. W. Lay & Co.	yr.	18.7	16.2	General Refractories	3 mo.	13.7	17.3
Mansfield Tire & Rubber	9 mo.	49.2	46.6	A. P. Green Fire Brick	9 mo.	25.2	32.4
Marsh Foodliners	28 wk.	32.2	239.	Harbor Plywood	6 mo.	9.5	9.8
J. W. Mays, Inc.	yr.	53.5	50.2	Hewitt-Robins	9 mo.	36.1	41.4
McKesson & Robbins	6 mo.	288.0	283.1	Hoffman Electronics	9 mo.	27.9	31.1
Mead Johnson & Co.	9 mo.	42.1	37.9	Laclede Steel	9 mo.	46.3	48.9
Miles Laboratories	9 mo.	39.8	34.6	Leace-Neville Co.	yr.	10.3	12.1
Oxford Paper	3 mo.	16.1	14.3	Lockheed Aircraft Corp.	3 mo.	235.2	236.8
Pacific Cement & Aggregates	9 mo.	19.6	18.7	Magnavox	3 mo.	17.1	19.2
G. D. Searle & Co.	9 mo.	25.0	23.0	W. L. Maxson Corp.	yr.	15.2	21.1
Shulton, Inc.	9 mo.	23.8	22.0	McGraw Edison Co.	9 mo.	171.6	198.3
Sorg Paper Co.	3 mo.	4.5	4.1	Mirro Aluminum	9 mo.	27.0	27.5
Texas Instruments	9 mo.	64.1	48.1	Motorsola	9 mo.	137.2	166.0
United Aircraft Corp.	9 mo.	914.2	869.2	National-U. S. Radiator	6 mo.	27.0	28.6
				North American Aviation, Inc.	yr.	904.0	1,243.8
				Pacific Mills	yr.	76.3	81.1
Company	Period	1958	1957	Republic Industrial	9 mo.	13.7	18.8
American Zinc, Lead & Smelting	9 mo.	30.6	47.3	Sunbeam Corp.	3 mo.	29.3	33.0
Amphenol Electronics Corp.	9 mo.	22.0	23.4	Textiles, Inc.	yr.	24.2	28.2
				Union Asbestos & Rubber	9 mo.	6.8	9.9
				Universal Marion	9 mo.	31.6	33.7
				Wagner Electric Corp.	9 mo.	69.0	73.1
				Whirlpool Corp.	9 mo.	297.1	325.0
				Woodall Industries	yr.	21.0	33.6
				Young Spring & Wire	yr.	47.8	50.7

Universal Travel Expense Reports

New comprehensive weekly expense account form specially designed to meet new Internal Revenue requirements with columns for all deductions: Hotel, Food, Transportation, Phones, etc. Provides an exact, foolproof, itemized record of salesman's expenses, simplifies bookkeeping task immensely. Write for free sample.

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TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Honest

A friend who voted for Audrey Garcia in the Miss Rheingold for 1959 contest wondered whether the whole thing is rigged. On the back of his ballot he wrote: "If this contest is honest, please call Blank at such-and-such a telephone number."

Soon he got a call from a woman ballot sorter for Rheingold who assured him fervently that it is honest.

Incidentally, Rheingold does not count the ballots for the six finalists. It weighs them... Our informant confides that Miss Garcia did not weigh enough!

Where

Though not known as such, a major advertising classification is **Where**.

One of the **whereiest** books I know is Sales Meetings, which carries advertising of scores of individual hotels — alphabetically from the Adelphi, Philadelphia, and the Adolphus, Dallas, to the Inn and Lodge at Colonial Williamsburg — as well as of the airlines to tote the peddlers there.

Sales Management's advertisers, of course, have a lot to say about where the combined U.S. \$10 billion total for advertising should be spent.

Holiday magazine makes hay of our wanderlust. In addition to promoting and telling about far places, even its clothing and whiskey ads somehow seem exotic: Canadian Club superimposes itself on a far-reaching green photo of Chateau de Laerne, near Ghent: "In Belgium as in 87 lands it's 'The Best in the House.'"

And in my current Fortune a score of advertisers say where to build — or cultivate.

"Officially," these advertisers extend from Hawaii and Puerto Rico to West Virginia and Wisconsin.

"Unofficially," however, they include banks ("Chicago — Mail-Order Capital of the World" and "The European Common Market"); utilities promoting "smaller-town America" and northern Ohio; such promoters of the "new South" as Daniel Construction Co., Greenville, S. C., and Wyandotte Chemicals (which has sunk its roots in both Michigan and Mississippi).

Railroads offer a wide choice of **where**. Some who can settle you somewhere on thousands of miles of trackage are the B. & O., the Union Pacific and the Southern.

Carib

All this prefaces the fact that I'm writing Today's Adv. yesterday, so to speak, to go running off sunning at Jamaica, B.W.I.

But I've also armed myself with solid "literature"

on "New Opportunities for Industrial Investment" on that flourishing island and "Jamaica: Door to Profits in World Markets." . . . In first nine months 1958 Jamaica attracted 90 new industrial plants, as compared with 48 in all 1957.

Advertisers

Female: While other alcoholic beverage people still question the discretion of putting women in ads, Jack Poust & Co., New York, comes out flagrantly for its Blackberry Julep "for women only."

Borge: Pianist Victor Borge is diversifying. After offering "festive birds" (hens, capon, pheasant) in SM's Gift Issue, Sept. 10, he now goes whole hog with "Smorgas-Borge." These 17 items, on a teakwood tray (\$25) range from cheeses and Norge smoked oysters to Danish liver pate . . . Between orders Victor promotes Pontiac on CBS-TV.

Brands: "The private brands problem requires us to court the consumer even more fervently," says Charles G. Mortimer — announcing that General Foods' advertising investment of \$87 million in fiscal 1958 will be exceeded in the current fiscal 1959.

Foil: With year-end promotions scheduled for San Francisco, Albany, New York and Kansas City, Alcoa Wrap will have done 25 foil insert promotions in 18 months. Some 3,000 miles of it will have gone into "8,803,000 homes as a page of a daily newspaper."

Bourbon: Biggest-blender Seagram has decided to ride the bourbon trend. Four Roses Antique 86-proof bourbon is being introduced nationally at a \$4 million annual promotional clip.

Brrr: My idea of the worst advertising steal of late is the slogan for Purr: "The Catillac of pet foods."

Media

Separateness: McCall's may hold some kind of record for speed of replacement. At 10:30 one morning Otis L. Wiese resigned as editor and publisher. That afternoon Herbert R. Mayes, former editor of Good Housekeeping, was announced as his successor.

Live: ABC's Bert Briller reports 37 new nighttime shows on network TV this season — 15 on ABC, 13 on NBC and nine on CBS. He also notes an increase of "live" programming.

All-out: In 1959 Bureau of Advertising will spark four two-week, nationwide "total selling" promotions by newspapers, in the major classifications of automotive, food, home appliances and health and beauty aids.

Lineup: Demand for Reader's Digest third cover gatefolds is so strong that the magazine has put them on a priority basis through 1959.



"A wonderful time," says Mr. Chandler, "to think of picnics"

"If your product is at home at a picnic, barbecue or cookout," observes R. Carl Chandler, Board Chairman, Standard Packaging Corporation, "you're probably knee-deep in planning for what shapes up as a record summer."

Packaging experience with hundreds of outdoor-living products has given Standard first-hand

knowledge of this market...and what it requires of your container.

Standard is one of the country's largest designers and manufacturers of packaging. Film, foil, paper, board—in any combination. And, of course, Flex-Vac® vacuum packaging for processed meats, cheese, and food specialties.



STANDARD PACKAGING CORPORATION
200 East 42nd Street, New York 17, N. Y.
CONVENIENCE PACKAGING: FILM • FOIL • PAPER

ALLEGHENY LABEL DIVISION, CHESWICK, PA. • BRADLEY & GILBERT DIVISION, LOUISVILLE, KY. • FULLER LABEL & BOX DIVISION, PITTSBURGH, PA.
FLEXIBLE PACKAGING DIVISION, CLIFTON, N. J. • GEBHART FOLDING BOX DIVISION, DAYTON, OHIO • MODERN PACKAGES DIVISION, LOS ANGELES, CALIF.



Women respond.....

to the Chicago Tribune Magazine!

Women are sold on Chicago's best-read magazine...and so are advertisers who use it to sell women.

They place more advertising in the Chicago Tribune Magazine than in most national publications. Only four national magazines—Life, Business Week, the Post

and New Yorker—carry more total linage.

Obviously, women respond to the Chicago Tribune Magazine. And no wonder. 95% of the women in nearly 1,300,000 families read it regularly every week.

This powerful medium can quicken sales response for your brand in Chicago.

To be BIG in Chicago, be BIG in the Tribune!